Job Demands and Resources about Human Services Professionals:
An Indigenous Thematic Perspective

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ABSTRACT

This study aimed to explore and identify job demands and resources with a comprehensive approach to consolidate existing literature and exploratory facts about Pakistani human services professional. The study assembles arguments from Job Demand-Resource (JD-R) model & theory to explain the process in light of Conservation of Resource (COR) theory. Human service professionals (doctors, lawyers, lecturers and bank managers) are more prone to burnout but are very crucial for societies, in spite of the difference of their work; these professionals are linked with human being and are being influenced by human being in both ways. Keeping in view the specificity of Job demands and job resources about sample and culture, an indigenous exploratory study has been conducted to find out the facts of Pakistani society about demands and resource of human services professional; including doctors, lawyers, lecturers and bank managers. Extensive literature has been reviewed to consolidate job demands and resources across different culture for variety of professions. Indigenous qualitative work has been considered with reference to job demands and resources of exploratory nature. Alongside, twelve focus group discussion sessions have been conducted with above mentioned professional respectively, eighteen semi-structured in depth interviews have been administrated with senior human service professionals and psychologists dealing with such cases. Twenty four themes have been emerged including ten about job demand and fourteen for job resources.
KEYWORDS: Job demands, job resources, indigenous factors

INTRODUCTION

Job burnout is the outcome of excessive job demands and lesser job resources, those prove insufficient to meet the needs of work requirements, although each profession has different demands and resources yet these can be segregated into two broader divisions which are pertinent for many of professions with some common objectives such as human service professionals. There are pragmatic support that multiple factors contribute in the perception of organizational burnout [1] among these factors, the Organizational factors; workload[2] time pressure [1] role conflict, role ambiguity [3] an absence of resources [4]etc are most common, Among individual factors personality characteristics like self-efficacy [4] self-esteem [5] locus of control, emotional stability, extraversion, conscientiousness, positive affectivity, negative affectivity, optimism, proactive personality[6] and hardworking [7] are prevalent. In demographic variables; Different age group [8] Marital status [9] Working experience [10] salary structure and working hours [11] have been studied with reference to burnout. Then situational or contextual factors have been explored as role conflict [12] Experiencing incompatible [13] and political skills [13] which are some of the examples of these factors those have been studied in relation with burnout.

Conservation of Resources (COR) Theory. One of the leading theories in explaining job stress and burnout is the Conservation of Resources (COR) theory [14] According to COR theory, people strive to maintain, protect and retain their resources against demands. This integrated resource theory distinguishes four broad classes of resources: material, condition, personal, and energy resources. An important premise of COR theory is that in order to prevent stressful loss cycles of resources and to enhance motivating resource gain spirals, people need to invest resources. The more resourceful people against are, the better they are able to do so. Job Demand-Resource Model elaborates the COR theory.

Demand–Resource (Jd-R) Model. According to the theoretical framework of Job demand–Resource (JD-R) model, certain factors asserts stress upon employees and certain factors help them to deal with these stressors [15].There are numerous studies which focused on burnout within JD-R framework and this model has been tested in various countries including Germany [16] the Netherlands [17] Finland[18], Spain [19] and Pakistan[20] as well as in

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various occupational groups such as nurses [20] home care professionals [21] white-collar workers [17] blue-collar workers [22] teachers[23] and call-center employees [24].

LITERATURE REVIEW

These studies have well established the effective role of Job demand and Resource model in exploring, confirming and explaining role of various variables in employee performance and their overall well being, for example The job demands-resources (JD-R) model was used to examine the relationship between job characteristics, burnout and performance [25]. Since after the development of Job demand and resource model[15], it has been examined with almost all kind of research designs; quantitatively, qualitatively, cross sectional and longitudinal studies in different regions of the world to enhance its practicality. Some quantitative researches confirmed the role of organizational and personal variables within it [26]. On the other hand qualitative efforts have been done to explore the regional realities to address the cultural sensitivity issues [27]. Whereas cross sectional and longitudinal studies cater developmental milestones within Job demand and Resource framework [15].Although researches mostly focused on organizational demands, in Job demand and resource model but it is likely that burnout may also be a symptom of broader social concerns that reach beyond the particular organizational environment [28].

Feasibility of Present Study. The present study has been conducted to develop themes about indigenous job demands and resources, since the development of Job demand and resource model[9]and afterwards development of job demand and resource theory, researches have been using incorporating different variables as demands and resources keeping in view specific research sample. But elaboration is missing in any research design that why some of the demands and resources have been specify for this particular research purpose. If at one side it provided flexibility to researchers for selection of different job demands and resources as per their need, on the other hand it provide weak theoretical foundation of research. In 2005, Ruthmann developed a scale comprised of different job demands and resources. It's a generic nature instrument applicable to many a job setting to gauge general job demands and resources. Theory of job demands and resources highlight the flexibility of job demands and resources. According to this theory, there are four main demands and resources for example physical, psychological, social and organizational. Although there are no hard and fast operational definitions of all above mentioned demands and resources. It assumed that physical work demands and resources are included in the category of physical, whereas attitudinal aspects are included in psychological, hence support of family, colleagues, supervisors and other agents of society are included in social then physical environment and instrumental support is included in organizational domain. Flexibility of job demands and resources open new horizons for further exploration to introduce more categories for job demands and resources that may indicate more contributing factors for occupational health and risk factors. Extensive literature review of job demand and resources reveals that not only cross sectional but also there is a small number of quality longitudinal studies available to identify the job demands and resources which are ultimately contributing towards occupational health outcomes. Such studies conclude that other than personal, social and organizational factors there is major influence of environmental factors where individuals survive, it has great influence on the health related outcomes, A recent meta analysis of region wise job demands and job resources revealed that region has great influence on nature of job demands and resources. Keeping in view above factors, a feasibility of indigenous themes about job demand and resource emerges that may cater regional characteristics of third world country like Pakistan and in accordance to it can identify job demands and resources of human services professional indigenously.

Method. Following methodology has been opted.
Objectives. Main objectives of present study are as below;
How are job demands and job resources conceptualized in the literature?
What are indigenous job demands and resources in Pakistani society?
Is third world country like Pakistan possessing same domains of job demands and resources like advanced countries?
To establish a sound theoretical foundation for Job demand and resource indigenous scale.

Main study. To fulfil the objective, following was the plan of study.
 First Phase. It includes the following steps:
 Literature review .It was consisted upon further two steps;

First step Review of last ten years studies of job demand and resources. At this step, studies trends have been recognized that what kind of demands has been identified with respect to different samples of professionals and what new demands and resources have been identified with reference to these researches.

Professionals	Job Demands								
	Workload,	emotional demands	physical demands	work–home interference	sexual harassment	Client contact	Shift work	Organization al support	Extra-role
Doctors	89%	85%	55%	81%	29%	95%	87%	75%	36%
Lawyers	85%	69%	51%	68%	78%	94%		81%	78%
Teachers	91%	56%	52%	64%	34%	89%	51%	87%	93%
Services Manager	96%	70%	72%	86%	25%	95%	82%	68%	96%
Professionals	Job Resources								
	empowerment (competence and meaning)	Autonomy	recognition by Client	supervisor support	Colleague support	Role clarity		social climate	
Doctors	82%	71%	41%	82%	43%	62%		69%	
Lawyers	79%	75%	53%	84%	56%	61%		85%	
Teachers	81%	63%	68%	67%	49%	78%		81%	
Services Manager	56%	91%	84%	69%	76%	85%		89%	

Second step review of indigenous (Pakistani) studies of job demands and resources. At this step, both exploratory and confirmatory studies were reviewed to find out the indigenous factors that are influencing job demands and resources and what are local job demands and resources with special focus on sample of study. Is profession has any influence on demands and resources. Following are the findings which are different from literature of review of other countries; It explores the historical neglect poverty and socio-political marginalization, complemented by natural disasters and anti terrorist military operations. These are causes for less development in the sector. Other studies reported;[27].

Sr.#	Excessive demands	Sr.#	Resource constraints
	Emotionally demanding patient interactions		Lack of time
	Unfavorable physical environment		Lack of facilities
	Conflicting role demands of work and family		Out dates machinery and equipments
	High expectation of society		Inefficient supporting staff
			Lack of positive feedback
			Lack of social support

Second Phase. It is comprised of two parts;

Part I. On the basis of COR (Conservation of Resource theory) JD-R theory focused group guidelines have been devised to conduct this qualitative part of research. This qualitative part is to find out the indigenous demands and resources of human service professionals; twelve focused group discussions sessions have been conducted with human services professionals (Doctors, lecturers, lawyers and managers from 7 to 9 in each session). Fifteen semi structured interviews have been conducted with senior professional of above mentioned area; three interviews have been conducted with psychologists having researches in organizations about occupational health concerns.

Results .Following are the result after focus group discussions and semi-structured interviews with doctors;

Table 1.

	Demands	Description	Themes	Categories
1		Most of the doctors reported that they have to work in long shifts and on alternative day shifts of 48 hours.	Long shifts hours	Physical demand
2		They have to attend a large number of patients which is not time specific; they have to perform their duty on Eidians, public holidays and other days.	Workload	Psychological & Cognitive demand
3		Most of the doctors shared that due to long hours at hospital and limited leaves, their family life is influenced greatly. They reported that not only their immediate family but other relatives are also complaining about their unavailability on family functions.	Work-family interference	Social demand
4		They have to physically present, operations and surgeries require their mental and physical coordination.	physical demands	physical demands
5		Doctors reported that they have to deals their patients and having their direct interaction with their clients, so it is also demanded that Doctors have to deal politely, courteously and with sympathetically.	Client contact	Psychological &Emotional demand
6		Doctors shared that they have to deal patients with pains, struggling for life, wounds,	Emotional	Emotional demands

		Description	Themes	Categories
		depression; they require high emotional stability to deal with patients.	demands	
7		Most of the doctors shared that their work demands independence to decide about their method of treatment and taking decisions as per need and requirements.	Autonomy	Psychological Demand
8		Most of doctors acknowledged that Pakistani doctors are appreciated in internal world for their professional competency. They also appreciated the level of medical studies at Pakistan.	competency	Cognitive, psychological & Physical demand
1	Resources	Doctors find their salary and income incompatible with their workload and duty hours. They shared that they have to spend high amount of money on MBBS studies and tough study requirements but when hardly they got job their salary is not sufficient to meet their needs adequately.	Low income	Physical & Psychological resource
2		The hygienic conditions of the hospitals also affect doctors' health badly. In the government hospitals, there are neither clean toilets nor reasonable places to have meals. Doctors on night duty, face problems if they want to take a nap or rest for a while.	Working environment	Physical & Psychological resource
3		Lack of resources and research facilities in most of the teaching hospitals is another setback to the doctors. Availably of internet and access to the paid medical journals, is limited to a handful of tertiary care hospitals only. Hence, most of the doctors can't access the up to date information nor can benefit from telemedicine. Most of the machinery and apparatus is out dated, there is a rigorous process to get issued or repair the out of order instruments.	Instrumentation facility	Physical Resource
4		It is one of the highlighted problem of doctors they shared that they don't have permanent jobs, they shared as per statistics Pakistan has only 8/10000, while the global average is 14/10000. It increased the workload at one end and give rise to doctors unemployment on other hand. Most of the doctors are on contract, they no job security and this uncertainty develop hopelessness among them.	Job security	Psychological Resource
5		Doctors shared that they have no facilitation from hospitals for their family health security, residence matters and other allowances which may give them sense of security or facility, they have to live on their limited salary and have to accommodate all of their needs within it.	Organizational support	Physical, social & Psychological resource
6		Doctors shared that paramedical staff, other technicians are not very supportive and cooperative, they have to give repeated reminders for tiny tasks, and this complaint is high in public hospitals.	Co-worker support	Social resource
7		Most of the policies are not well documented, many of them are in practice but no document evidence is available. Doctors are unaware about their service path, in other words service path is not existed.	supportive Documentation	Physical resource
8		A very few amount annually is being allocated in budget at Government level, that amount is also not disseminated properly to health department. No job opportunity at Government level opened for Doctors,	Role of state & Law	Ecological Resource
9		Doctors from public hospitals shared that they have to face pressure because of reference culture, patients come with reference slip of some MNA or MPA, and then patients require special treatment and want to get best medicines, irrespective of availability at hospital.	Reference Culture	Ecological Resource
10		Doctors indicated that poor law and order conditions of country are also source of stress at workplace, bomb blast victims are being bought to hospital, which unexpectedly increase the work load and create feelings of insecurity and workplace emotional trauma.	Country Law & order conditions	Ecological Resource
11		Most of the doctors want to move abroad. They are highly disappointed about their future in Pakistan.	job Satisfaction	Psychological Resource
12		Almost all of the doctors admitted that they received regard and acknowledgement being a doctor in Pakistani society, although they shared the negative role played by media to blur doctors' image but they still enjoy highly respected profession.	Profession source of Regard	Psychological Resource
13		Another very interesting fact revealed that doctors have more chances of professional exposure at Pakistan, in abroad countries although they get good pay but because of many legalizations they have very little chance to get exposure of multiple surgeries etc.	Professional exposure	Cognitive & Psychological Resource

For lawyers following themes have been generated after analyzing their statements;

Table 2.

Sr.#		Description	Themes	Categories
1	Demands	Most of the lawyers stated that they have not a balanced work load some of the lawyers are enjoying good fame and have a lot of work to do, on the other side some of the lawyers have very little work to do.	Workload	Psychological & Cognitive demand
2		Lawyers shared a very interesting kind of work-family interference, according to them their family have to support them financially even after 5 years of their professional life, because in starting years they have work to do but no money at all being a junior lawyer, so instead of supporting family they have to depend on family for their professional sustainability. Some time their struggle period prolonged which influenced their family relationship.	Work-family interference	Social demand

		Description	Themes	Categories
3		Lawyers shared that their work demands cognitive sources for planning execution and finally satisfying client. Waving case as per laws and knitting proceedings all needs cognitive work.	Cognitive work	Cognitive Demand
4		Lawyers shared that they have first hand interaction with their clients, clients are mostly uneducated, unaware of laws and rules, they perceived lawyer as all in all for their solutions. These high expectations of clients increase pressure and stress on lawyer.	Client contact	Psychological &Emotional demand
5		Lawyers are of the point of view that they have no autonomy related to their work, they have to depend on judges, they have to depend on strikes, they have to depend on case proceedings of next lawyer (opponent to them in a case), in case such dependencies lawyers can just act accordingly without any independence to plan and execute work.	Autonomy	Psychological Demand
6		Most of the lawyers acknowledged that there is an urgent need to take drastic measures in the outdated system law education. A purposeful and well planed law-education system not only checks the rapid growth of incompetent lawyers but also rescue young competent lawyers.	competency	Cognitive, physical & psychological demand
1	Resources	Lawyers are of the opinion that they get very low income in return of their efforts.	Low income	Physical & Psychological resource
2		Lawyers shared that they have to face very poor working environment, low spacing, noisy surroundings, strikes, now-a-day insecurity for bombers attacks, rush area where they have to spend long hours which increase their mental stress.	Working environment	Physical & Psychological resource
3		Lawyers told that a few lawyers received government job and rest of a large number have to depend on their private practice, there is no professional security to lawyers at Government level.	Job security	Psychological Resource
4		Most of the lawyers are of the opinion that they are not playing a well defined role, there are multiple reasons for so for example expectations of the client where they have to dual role, for work place disturbances, most important absence of work hierarchy at court and law chambers.	Role clarity	Cognitive & psychological Demand
5		With reference to law professions lawyers are of the point of view that there is no support to lawyers on state level.	Organizational support	Physical, social & Psychological resource
6		Lawyers are complaining that their profession has no recognition and security at state level, they have no rights, there is no planning at government level for promotion and protection of lawyers, if a lawyer has been since years in this profession and can't earn government will not give any opportunity and security to him.	Role of state & Law	Ecological Resource
7		Profession of lawyers are under influence of political and feudal powers, lawyers shared that people from political powers or feudal want their supremacy on law and forced lawyers to mould laws as per their will.	Reference Culture	Ecological Resource
8		Profession of law has faced a long period of crisis at Pakistan during last years, attacks on lawyers, strikes, rift between government and lawyers have created an environment of disappointment on lawyers end.	Country Law & order conditions	Ecological Resource
9		Lawyers shared a very interesting fact about position of lawyers in an Islamic country, they said is difficult for people to accept Brittan law, some tribes of FATA follow only "jerga" system and they are not accepting law and lawyers. in some joint cases lawyers have to "peshe" their and have to accept decision according their laws, in many day to day important matters people do not consider lawyers but at the time when situation went worse. For example "Nikha" partnership deals.	Contradiction of Law & Religion	Ecological Resource
10		Most of the lawyers are not satisfied with their profession, law professions is seems not of choice but of no choice.	job Satisfaction	Psychological Resource
11		Lawyers shared that they are not honored being associated with law professions, people have different myth believes about dishonesty, lack of dutifulness and lusty behavior of lawyers.	Profession source of Regard	Psychological Resource
12		Female lawyers shared that their problems are times higher than male lawyers and additional issue is their gender, workplace bulling and sexual harassment are common problem which they have to face for survival in this profession.	Sexual harassment	Psychological Resource

After analyzing lecturers verbatim following themes have been emerged;
Table 3.

Sr.#		Description	Themes	Categories
1	Demands	Teachers shared that other than teaching classes they have pressures of enhancing their education, increasing their publication, other responsibilities at workplace other than core job.	Workload	Psychological & Cognitive demand
2		Most of private college teachers shared that they have to work after college hours to enhance their monthly income, these shifts prolong late evening, they have to bring their college work to home as well, so most of the time they remain busy in their professional work hence spare less time for their family affairs.	Work-family interference	Social demand
3		Most of the lecturer of the opinion that teaching profession requires cognitive abilities,	Cognitive work	Cognitive

Sr.#		Description	Themes	Categories
		preparing and delivering lecture, developing linkages with practical life and delivering conceptual clarity all require sound cognitive abilities.		Demand
4		Teachers stated that their clients are their students and they have direct interaction with their clients, students have changed perception about teachers in old times students were obedient towards their teachers, they never thought to dishonor teachers but now-a-days situation is worst, students are away from respectful attitude, they need degrees but don't want to put efforts, In such condition satisfying students and getting good results is a hard target to achieve.	Client contact	Psychological &Emotional demand
5		Teachers shared that there was a time when it assumed that teacher is king inside the class because students thought him source of all knowledge but now situation has been changed not only teacher is bound to teach as per scheme of study but also he has to be careful for any sentence he utter in the class as students may put complaint against him as per their interpretation of saying. In private colleges such problems are matter of routine.	Autonomy	Psychological Demand
6		College teachers shared that they have lot of workload other than teaching, its about course planning & designing, assignment evaluation, during term exams and other than there is work pressure of administrative work at college, membership of different committees, supervision of co curricular& extra activities.	Extra-Role	physical Demand
1	Resources	At government colleges, working environment is not facilitating, electricity load shedding, old furniture, out dated instruments for practical work, red tapism, work place politics, favoritism are some of the common problems which college teachers have to face.	Working environment	Physical & Psychological resource
2		Many lectures having permanent jobs and enjoying job security but there is a big number of lecturers those are on contract, they are putting hard but little opportunities to be confirmed.	Job security	Psychological Resource
3		Most of the lecturer shared that they are getting not high support from their colleges; for official responsibilities policies, procedure, updated knowledge and other supports other than official role facilities like medical, residency, transportation are also missing.	Organizational support	Physical, social & Psychological resource
4		Lecturers shared that they faced problems from admin department, examination department and other departments supposed to facilitate their work. In their opinion these departments could not understand the urgency and importance of the task and their little neglects caused big delays in their work.	Co-worker support	Social resource
5		Most of lectures of government and private colleges shared that although pays have been raised but still these are not compatible with inflation and needs of life. Every year annual budget has little amount for education which is times low than other under developing countries.	Role of state & Law	Ecological Resource
6		Many of the senior members shared that after spend all of their life in this profession we are not able to have our own house, and we are unable to give better status of life to our children.	Low income	Physical & Psychological resource
7		Most of the lecturers are of the opinion that energy crisis in the country, life insecurity, terrorism are permanent source of restlessness for teachers and students and ultimately influencing their teaching role.	Country Law & order conditions	Ecological Resource
8		Many lecturer shared that they have to do some side by business other than teaching job, Although it is a source of satisfaction for them but not sufficient for survival.	Sense of Accomplishment	Psychological Resource
9		Teachers are regarded in society but are not honored being lecturers.	Profession source of Regard	Psychological Resource
10		Teachers acknowledged that students' response proved great motivation for them.	Client Feed back	Psychological Resource

When services managers were asked about their demands and resources following themes came out from their discussions;

Table 4.

Sr.#		Description	Themes	Categories
1	Demands	Most of the services providing managers are of the opinion that they have no time limits for their job; they are supposed to be available at any time of need.	Non defined time limits	Physical demand
2		They remain over loaded with work because domain of their work is very vast.	Workload	Psychological & Cognitive demand
3		Most of the service mangers shared that work boundaries are blur which caused their work life interfere with home life and home life also interfere with work life.	Work-family interference	Social demand
4		Most of manger heir physical shared their work require physical presence for smooth transition of services delivery.	physical demands	physical demands
5		Services managers are in direct contact with their clients, they are getting first hand information about the level of satisfaction of their client.	Client contact	Psychological &Emotional demand

6		Service managers have to perform many of the tasks which are not well defined but needed to complete their assigned task.	Extra-Role	physical Demand
7		Services mangers have control on minor kind of tasks that how to perform a task, how much man power is required what may be the quality of equipment but level of services, quality assurance and extend of services are out of the range.	work-control	Psychological Resource
1	Resources	Although most of the manger considered client satisfaction source of motivation but almost all of them considered services as thankless job, the major reason for un satisfaction is the subjective nature of client judgments.	Client satisfaction	Psychological Resource
2		Supervisor support very important for their work motivation, non supportive supervisor himself a source of stress and strain.	Supervisor Support	Social resource
3		All of the service manager either of public departments or of private organizations, considered their role highly ambiguous, no clear job description has been handed over to any services manager and this ambiguity remain constant in all of their service tenure.	Role ambiguity	Cognitive & psychological demand
4		Mostly manager from private organizations are complaining about job insecurity, they shared that they remain always under the fear of joblessness.	Job security	Psychological Resource
5		Services providing is liaisons depending profession, Services managers shared that co-workers support either colleagues or subordinates is very important in absence of cooperation services delivery is impossible.	Co-worker support	Social resource
6		Most of the manager irrespective of government or private sector dissatisfied with their monthly income, they find it hand to mouth and helpless as can not start any part time occupation for long hours requirement of their job.	Low income	Physical & Psychological resource
7		Services managers are highly influenced with country law and order conditions, interestingly some of them shared that we use disturbances as excuses for late service delivery but other indicate it source of stress for themselves being late in completion of due tasks.	Country Law & order conditions	Ecological Resource
8		Most of them are not willing to continue it as their preferred profession, even those who are in this profession since years are in search of some other opportunity and stick with it. They have no service track for promotion and progress, most of them have accepted that they will retired from same designation.	job Satisfaction	Psychological Resource
9		Mangers thought it a thankless job, people give them very little acknowledgement for big share of their services.	Profession source of Regard	Psychological Resource
10		Mangers indicated that their work is a totally dependent on many factors, people and coordination, any missing part may cause failure of satisfactory delivery of services.	Work dependency	Physical & Psychological resource
11		Client feedback is the core or outcome of their performance which is seldom highly encouraging.	Client Feed back	Psychological Resource
12		Mangers also reported that their evaluation parameters are also non clear to them exactly like their job description, range of their job seems very vast and their evaluation is also not in objective term.	Evaluation parameters	Physical demand

Part II. This part of study was consisted upon rating of the judges about selected themes so that highly rated themes can be included as overall themes for job demands and resources scale about human services professional in our country rating scale is (1 to 6) level of extremely agree 6 and extremely disagree 1.

Table 5.

Profession	Categories	Themes	Judges Rating	% of rating
Doctors	Physical demand	Long shifts hours	6	100%
Doctors	Psychological & Cognitive demand	Workload	5	78%
Doctors	Social demand	Work-family interference	6	94%
Doctors	physical demand	physical demands	4	67%
Doctors	Psychological &Emotional demand	Client contact	4	61%
Doctors	Emotional demands	Emotional demands	6	94%
Doctors	Psychological Demand	Autonomy	4	61%
Doctors	Cognitive, psychological & Physical demand	competency	5	83%
Doctors	Physical & Psychological resource	Low income	4	61%
Doctors	Physical & Psychological resource	Working environment	5	78%
Doctors	Physical Resource	Instrumentation facility	6	94%
Doctors	Psychological Resource	Job security	5	78%

Doctors	Physical, social & Psychological resource	Organizational support	4	61%
Doctors	Social resource	Co-worker support	5	78%
Doctors	Physical resource	supportive Documentation	4	61%
Doctors	Ecological Resource	Role of state & Law	4	61%
Doctors	Ecological Resource	Reference Culture	4	61%
Doctors	Ecological Resource	Country Law & order conditions	5	78%
Doctors	Psychological Resource	job Satisfaction	4	61%
Doctors	Psychological Resource	Profession source of Regard	3	44%
Doctors	Cognitive & Psychological Resource	Professional exposure	4	61%

Table 6.

Profession	Categories	Themes	Judges Rating	% of rating
Lawyers	Psychological & Cognitive demand	Workload	4	61%
Lawyers	Social demand	Work-family interference	5	78%
Lawyers	Cognitive Demand	Cognitive work	6	94%
Lawyers	Psychological &Emotional demand	Client contact	6	94%
Lawyers	Psychological Demand	Autonomy	5	78%
Lawyers	Cognitive, physical & psychological resource	competency	6	94%
Lawyers	Physical & Psychological resource	Low income	5	78%
Lawyers	Physical & Psychological resource	Working environment	4	61%
Lawyers	Psychological Resource	Job security	4	61%
Lawyers	Cognitive & psychological Demand	Role clarity	5	78%
Lawyers	Physical, social & Psychological resource	Organizational support	4	61%
Lawyers	Ecological Resource	Role of state & Law	5	78%
Lawyers	Ecological Resource	Reference Culture	3	44%
Lawyers	Ecological Resource	Country Law & order conditions	4	61%
Lawyers	Ecological Resource	Contradiction of Law & Religion	5	78%
Lawyers	Psychological Resource	job Satisfaction	5	78%
Lawyers	Psychological Resource	Profession source of Regard	4	61%
Lawyers	Psychological Resource	Sexual harassment	4	61%

Table 7.

Profession	Categories	Themes	Judges Rating	% of rating
Lecturers	Psychological & Cognitive demand	Workload	5	78%
Lecturers	Social demand	Work-family interference	4	61%
Lecturers	Cognitive Demand	Cognitive work	6	94%
Lecturers	Psychological &Emotional demand	Client contact	6	94%
Lecturers	Psychological Demand	Autonomy	5	78%
Lecturers	physical Demand	Extra-Role	5	78%
Lecturers	Physical & Psychological resource	Working environment	4	61%
Lecturers	Psychological Resource	Job security	5	78%

Lecturers	Physical, social & Psychological resource	Organizational support	4	61%
Lecturers	Social resource	Co-worker support	4	61%
Lecturers	Ecological Resource	Role of state & Law	4	61%
Lecturers	Physical & Psychological resource	Low income	5	78%
Lecturers	Ecological Resource	Country Law & order conditions	5	78%
Lecturers	Psychological Resource	Sense of Accomplishment	6	94%
Lecturers	Psychological Resource	Profession source of Regard	4	61%
Lecturers	Psychological Resource	Client Feed back	6	94%

Table 8.

Profession	Categories	Themes	Judges Rating	% of rating
Services Manager	Physical demand	Non defined time limits	5	78%
Services Manager	Psychological & Cognitive demand	Workload	6	94%
Services Manager	Social demand	Work-family interference	4	61%
Services Manager	physical demand	physical demands	5	78%
Services Manager	Psychological &Emotional demand	Client contact	6	94%
Services Manager	physical Demand	Extra-Role	6	94%
Services Manager	Psychological Resource	work-control	6	94%
Services Manager	Psychological Resource	Client satisfaction	6	94%
Services Manager	Social resource	Supervisor Support	5	78%
Services Manager	Cognitive & psychological demand	Role ambiguity	5	78%
Services Manager	Psychological Resource	Job security	4	61%
Services Manager	Social resource	Co-worker support	5	78%
Services Manager	Physical & Psychological resource	Low income	5	78%
Services Manager	Ecological Resource	Country Law & order conditions	4	61%
Services Manager	Psychological Resource	job Satisfaction	5	78%
Services Manager	Psychological Resource	Profession source of Regard	3	44%
Services Manager	Physical & Psychological resource	Work dependency	5	78%
Services Manager	Psychological Resource	Client Feed back	6	94%
Services Manager	Physical demand	Evaluation parameters	4	61%

Final Themes. On the basis of rating of the judges and commonalities among maximum professional, following themes have been selected which may represent overall job demands and resources of human services professionals;
Table 9.

| **Demands**	
Cognitive Demand	Cognitive work
Cognitive, psychological & Physical demand	competency
Physical demand	Long shifts hours
physical Demand	Extra-Role
Physical demand	Non defined time limits
Psychological & Cognitive demand	Workload
Psychological &Emotional demand	Client contact
Psychological Demand	Autonomy
Social demand	Work-family interference

Following are the common resources or resource constrains.

Table 10.

Resources	
Ecological Resource	Role of state & Law
Ecological Resource	Reference Culture
Ecological Resource	Country Law & order conditions
Physical & Psychological resource	Low income
Physical & Psychological resource	Working environment
Physical & Psychological resource	Work dependency
Physical, social & Psychological resource	Organizational support
Psychological Resource	Job security
Psychological Resource	Sense of Accomplishment
Psychological Resource	Profession source of Regard
Psychological Resource	job Satisfaction
Psychological Resource	Client Feed back
Social resource	Co-worker support

Conclusion. After this exploratory study themes have been generated to specify the factors with reference to job demands and resources, interestingly a new domain has been emerged that can be titled as Ecological factor, it may consider as broader social perspective but differentiating it from existing domains, this term is serving the purpose. Such demands and resources can be included in it which is other than organizational and immediate social surrounding but these are more about government policies, political conditions of country, basic needs of human beings which are directly influenced by state policies and planning along with these culture values can be part of it. As elaborated below;

Figure. 1.
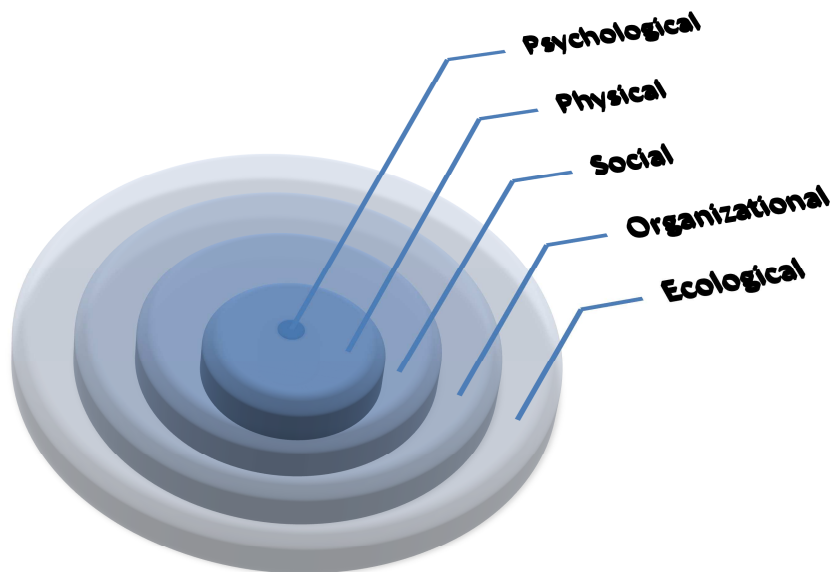
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