



THE IMPACT OF JOB STRESS ON THE ORGANIZATIONAL PRODUCTIVITY

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ABSTRACT

This study aims at investigating the impact of job stress and its role on the organizational productivity. The research method is based on the correlation hypotheses and according to the correlations between the features of job stress and its role in reducing the organizational productivity. The statistical population of this study consists of all 128 staff at Islamic Azad University of East Tehran and 92 subjects are randomly selected as the samples according to the cluster sampling. The measurement tool in this research consists of the researcher-made questionnaire containing 30 questions which are based on the theoretical assumptions and issues and the research literature and are provided for managers and employees in statistical population. The Cronbach's alpha coefficient of its validity is estimated equal to 0.830 and the univariate t test is used for measuring the research questions; and the analysis of variance and independent t-test are applied for comparing the respondents' views. According to the analysis of the main hypothesis, it is found that there is a significant correlation between the job stress and reduced organizational productivity. The analysis of sub-hypotheses indicates that the more the job is important, the more the stress is reduced. The high workload can cause the stress in employees, and the conflict in role creates the stress among the employees. Furthermore, the conflict in employees' personal relationships with other colleagues and managers leads to the stress.

Keywords: Stress, Job, Productivity, Organization

INTRODUCTION

The stress is called the unknown response of body to any demand. Hans Selye has introduced the concept of public compatibility. It means the manner in which there is the spontaneous response to any physical or emotional threat to the health of an organism [1], The job stress refers to the situations due to the impact of individuals' jobs and internal changes which force them to leave their normal actions. [4], Nowadays, the stress is widely defined as a result of any action, situation and pressure imposing the special physical and psychological conditions on the person as well as creating the unstable situation in him. This imbalance causes the symptoms such as the insomnia, sweating, nervousness and irritability [5], The factors, which increase the confidence in the work place, should be utilized in job design and the predictability of work increased because the uncertainty is one of the main stressors [3]. The productivity is a broad measure for organizational performance and includes the effectiveness and efficiency. If an organization can achieve its main objectives through the effective utilization, efficiency and resources, it has achieved the optimal efficiency [3], The aim of improving the productivity should be based on the "organizational improvement" according to understanding the previous and current

position of main and subsidiary units of organization. Some of the objectives can be broad; for instance, increasing the overall productivity of organization by 8% over two years in order to set the specific objectives for each of organizational units [1], The importance and necessity of this research is enhanced since discovering the impact of stress and job stress has significant impact on the increased organizational productivity and improved performance, and thus the managers in this organization can use all organizational capabilities and reduce the stress by a more detailed plan and better understanding of stressors and stress level in the workplace.

MATERIALS AND METHODS

This research has the descriptive-correlative type and is among the field studies in which the researcher collects the information and describes the individual characteristics or training flow in an organization. The quantitative and detailed description of a phenomenon naturally leads to the development and improvement and our understanding of that phenomenon.

The statistical population consists of three senior, middle, and operational managers and personnel at Islamic Azad University of East Tehran. The statistical population of this study consists of all 128 staff at Islamic Azad University of East Tehran and 92 subjects are randomly selected as the

samples according to the cluster sampling. 92 out of 94 questionnaires are returned by the researcher.

The measurement tool in this research consists of the questionnaire containing 30 questions which are based on the theoretical assumptions and issues and the research literature and are provided for managers and employees in statistical population. The Cronbach's alpha coefficient of its validity is estimated equal to 0.830 and the reliability of this questionnaire is investigated and confirmed according to the relevant professors and experts' views.

RESULTS

In this section, the research hypotheses are investigated in the population, from which the sample is selected, through the descriptive and inferential statistics.

The job stress reduces the organizational productivity.

According to the findings, the mean score of the first question is equal to 3.25, the second question 3.27, the third question 2.69, the fourth question 3.61, the fifth question 2.8. The maximum cumulative percentage of agree and strongly agree options equal to 56.4 belongs to the fifth question (I think there is a potential for injury while working in the workplace) and the minimum cumulative percentage of agree and strongly agree options equal to 21.3 belongs to the

fourth question (I do not like my work, but I cannot take the risk and change my work).

The average score of responses ranges from 2.69 to 3.61 which reflect the respondents' agreement with the impact of job stress (stress) on reduced organizational productivity (**Table 1**).

The respondents' mean score is equal to 3.25 with standard deviation of 0.967. Since the observed t at the level of $P < 0.01$ is insignificant, the null hypothesis is not rejected. In other words, the job stress does not reduce the organizational productivity. Therefore, the employees believe that the stress is a factor for reducing the productivity.

It seems that the more the job is important, the more the stress is reduced.

Based on the findings, the mean score of question six is equal to 2.29, question seven 2.10, question eight 1.52, question nine 2.15, and question ten 3.01. The maximum cumulative percentage of agree and strongly agree options equal to 93.6 belongs to the question eight (If I play the role in the job I am interested in, I will better do the tasks) and the minimum cumulative percentage of agree and strongly agree options equal to 49 belongs to the question ten (I have quitted the recreation because the job has taken all of my time).

The respondents' average scores ranges from 1.52 to 3.01 which shows their

agreement with the impact of job importance on the reduced stress. The respondents' mean score is equal to 2.20 with standard deviation of 0.629. Since the observed t at the level of $P < 0.01$ is significant, the null hypothesis is rejected. In other words, the more the job is important, the more the staff stress is reduced (**Table 2**).

It seems that the high workload leads to the stress creation in employees.

The respondents' mean score is equal to 2.67 with standard deviation of 0.629. Since the observed t at the level of $P < 0.01$ is significant, the null hypothesis is rejected. In other words, the high workload will enhance the staff stress (**Table 3**).

It seems that the conflict in role leads to the stress creation in employees.

The respondents' mean score is equal to 2.66 with standard deviation of 0.708. Since the observed t at the level of $P < 0.01$ is significant, the null hypothesis is rejected. In other words, the conflict in role will lead to the staff stress (**Table 4**).

It seems that the contradiction in staff personal relationships with other colleagues and managers will lead to the stress creation.

The respondents' mean score is equal to 3.063 with standard deviation of 0.697. Since the observed t at the level of $P < 0.01$ is insignificant, the null hypothesis is not

rejected. In other words, the employees do not agree with the impact of contradiction in staff personal relationships with other colleagues and managers on the stress creation (**Table 5**).

Analysis of variance for comparison of respondents' means score according to the respondents' age

Since the observed F at the level of $P < 0.05$ is insignificant, there is no significant difference between the respondents' views in different age groups. In other words, the impact of stress on the reduced productivity, the job importance on the reduced stress, the high workload on the stress creation, the impact of role conflict on the stress creation and the contradiction on the staff personal relationships are the same.

Analysis of variance for comparison of respondents' means score according to the respondents' educational degrees

Since the observed F at the level of $P < 0.05$ is insignificant, there is no significant difference between the respondents' views with different educational degrees. In other words, the impact of stress on the reduced productivity, the job importance on the reduced stress, the high workload on the stress creation, the impact of role conflict on the stress creation and the contradiction on the staff personal relationships are the same from the perspective of those with different educational degrees.

Analysis of variance for comparison of respondents' means score according to the respondents' work experience

Since the observed F at the level of $P < 0.05$ is insignificant for all indices except for the job importance and high workload, there is no significant difference between the respondents' views according to their work experience about the impact of stress on the reduced productivity, the role conflict on the stress creation and the contradiction on the staff personal relationships.

Analysis of variance for comparison of respondents' means score according to the respondents' management experience

Since the observed F at the level of $P < 0.05$ is insignificant, there is no significant difference between the respondents' views with different management experience. In other words, the impact of stress on the reduced productivity, the job importance on the reduced stress, the high workload on the stress creation, the impact of role conflict on the stress creation and the contradiction on the staff personal relationships are the same from the perspective of those with different management experience.

Independent t-test for comparison of male and female respondents' means score according to the research indices

Since the observed t at the level of $P < 0.05$ is insignificant, there is no significant difference between the male and female respondents' views. In other words, the impact of stress on the reduced productivity, the job importance on the reduced stress, the high workload on the stress creation, the impact of role conflict on the stress creation and the contradiction on the staff personal relationships are the same from the perspective of male and female respondents. According to the male respondents, the maximum impact belongs to the impact of stress on the reduced stress, and then the contradiction in staff personal relationships on the stress creation, the high workload on the stress creation, the impact of role conflict on the stress creation and the impact of job importance on the reduced stress, respectively. According to the female respondents, the maximum impact belongs to the impact of stress on the reduced stress, and then the contradiction in staff personal relationships on the stress creation, the impact of role conflict on the stress creation, the high workload on the stress creation, and impact of job importance on the reduced stress, respectively.

Table 1: Comparison of mean score of stress with criterion score

Index	Mean	Standard deviation	t	P
Stress	3.25	0.967	2.48	0.99

Table 2: Comparison of mean score of improved job importance with criterion score

Index	Mean	Standard deviation	t	P
Job importance	2.20	0.629	-11.94	0.000

Table 3: Comparison of mean score of high workload with criterion score

Index	Mean	Standard deviation	t	P
Workload	2.67	0.629	-5.02	0.000

Table 4: Comparison of mean score of conflict in role with criterion score

Index	Mean	Standard deviation	t	P
Conflict in role	2.66	0.708	-4.58	0.000

Table 5: Comparison of contradiction in staff personal relationships with criterion score

Index	Mean	Standard deviation	t	P
Contradiction in personal relationships	3.063	0.697	0.88	0.810

CONCLUSION

According to the results, the employees believe that the more the job is important the more the stress is reduced, and also the high workload in staff leads to the stress creation in staff.

The analysis of stress indices indicates that the maximum impact of stress on the reduced organizational productivity belongs to the question "I think there is a potential for injury while working in the workplace) equal to 56.4. In other words, the majority of university employees believe that there is the potential for injury in their workplace and this is one of the factors which reduce their organizational productivity.

According to the findings of this study, we can make the work places safe from the injury during the job as much as possible.

Based on the analysis of findings in the first sub-question, the average score for the impact of job importance on the reduced stress is equal to 2.20 with standard deviation of 0.629. Since the observed t is significant at the level of $P < 0.01$ and

($P = 0.000$), it can be concluded with probability of 0.99 that the more the job is important, the more the stress is reduced. In other words, the academic employees believe that the stress is lower in more important jobs due to the creation of reliability and self-confidence in employees. According to the findings of this research, it can be concluded that the stress can be reduced in staff by proper culture-creation among the employees or determining the importance of their work and paying attention to their work.

Based on the analysis of indices associated with the impact of high workload on the stress creation, the maximum impact belongs to the high workload on the stress creation in the eleventh question (if there is the high workload, I do not feel calm) equal to 64.9. In other words, the majority of academic employees believe that there is a high workload, they do not feel calm.

According to the findings of this research, it can be concluded that the workload should

be reduced in required hours by employing the new labors in order to reduce the stress among the employees.

Based on the analysis of findings for the third sub-question, the average score for the impact of role conflict on the stress creation is equal to 2.66 with standard deviation of 0.708. Since the observed t is significant at the level of $P < 0.01$ and ($P = 0.000$), it can be concluded that the more the role conflict is higher in staff, the more the stress is increased.

The analysis of indices associated with the impact of conflict in the employees' roles on the stress creation indicates that the maximum impact of conflict in the employees' roles on the stress creation belongs to the nineteenth question (I hate waiting in most of the queues) equal to 73.4. In other words, the majority of academic employees believe that they hate waiting in most of the queues.

According to the findings of this research, it can be concluded that the jobs which are allocated to employees should have the similar duties and coordination as much as possible in order to survive the employees from the confusion in their jobs and minimize their stress in the workplace.

Based on the analysis of findings associated with the fourth sub-question, the average score for the impact of contradiction in staff personal relationships with other colleagues

and managers on the stress creation is equal to 3.063 with standard deviation of 0.697. Since the observed t is insignificant at the level of $P < 0.01$ and ($P = 0.000$), it can be concluded with probability of 0.99 that there is no significant correlation between the contradiction in staff personal relationships with other colleagues and managers on the stress creation.

The analysis of indices associated with the impact of contradiction in staff personal relationships with other colleagues and managers on the stress creation indicates that the maximum impact of greatest impact of contradiction in staff personal relationships with other colleagues and managers on the stress creation belongs to the twenty-third question (I like to be in crowded environment and interact with others) equal to 69.9. In other words, most of the employees believe that they like to be in crowded environment and interact with others. According to the findings of this research, it can be concluded that the academic staff do not agree that the contradiction in staff personal relationships with other colleagues and managers leads to the stress creation in staff. Therefore, if the jobs are uncoordinated, they have no impact on the staff work.

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