

DEMOCRATIC AND POPULAR REPUBLIC OF ALGERIA

Ministry of Higher Education and Scientific Research



High School of Management – Tlemcen

Department of Management

Specialty: Management of Healthcare Services

Thesis submitted to the high school of management in candidacy for the
degree of Master in Management

Theme

The impact of work stress on employee's performance
Case study: the emergency department of the university
hospital center Dr Tidjani Damerdji, Tlemcen

Presented by:

Yahoui Nour El-Houda

Supervised by:

Dr. Tadj Meziane

Dr. Benabdallah Awicha

Defended on: /June / 2019

Board of Examiners:

Last name and first name	Grade	Quality
1- Dr. Benbouzien Mohamed	MCA	Chairperson
2- Dr. Meziane Tadj	MCA	Supervisor
3- Dr. Benabdallah Awicha	MCB	Co-Supervisor
4- Dr. Rahali Souad	MCB	Examiner

Academic Year: 2018 / 2019

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Dedication

I dedicate this work to:

To my dear parents: Azzeedine and Djamila

Sources of my joys, secrets of my strength

You will always be the model:

Dad, in your determination, your strength and your honesty

Mom in your kindness, patience and dedication for us

Thank you for being just my parents

To my sisters: Sara Ikram Safaa and Chahda

It is to you that I owe this success and I'm proud to offer it to you in testimony of the attachment, the love and the affection that I carry for you.

To my brothers, the jewels of the family: Mohamed Alaa din and Anas Bahaa din

I dedicate you this work with all my wishes of happiness, health and success.

To my dear grandmother, grandfather, aunts and uncles

You have always been there for the good advice.

Your affection and support have been of great help to me throughout my professional and personal life.

Please find in this modest work my gratitude for all your efforts.

To my dear friends: Maazouza, Louiza, Lina, Karima, Yamna

I cannot find the right and sincere words to express my affection; you are for me more than sisters and friends on whom I can count. As a tribute to our friendship and memories of all the moments we spent together, I dedicate this work to you and wish you a life full of health and happiness.

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I also thank everyone who helped me in the completion of the research

As for the thanks of the special kind, I turn to those who did not stand by me, and who stopped in my way and hindered the process of my search, and planted the thorns in the hymn of my study, if not for their presence, I did not feel the pleasure of research. And for them, I have not reached what I have reached today.

Anti-Plagiarism statement

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List of Abbreviation and acronyms

Abbreviation	Signification
A.T.S	Aide Soignant (Caregiver)
Adap.per1	The institution in which I work performs training courses for employees in all wires.
Adap.per2	There are opportunities in my workplace to develop my skills for career progression.
Adap.per3	The foundation's formative courses help me in my career
Age 1	I see that my age plays an important role in the way I deal with my work pressures.
Age 2	whenever the age is younger, the accept of pressures was greater
Age 3	My age is not keeping pace with modern technological developments
AGFI	Adjusted Goodness of Fit Index
Car-dev 1	I feel unable to progress in my career
Car-dev 2	It is difficult to achieve my ambitions in my workplace
Car-dev 3	Job opportunities are linked to vacancies and not efficient
CFI	Comparative Fit Index
Clean	I am afraid of infection from infectious diseases due to pollution and lack of hygiene
Cont.per1	I have the ability to dialogue, manage discussion and communicate with colleagues
Cont.per2	My superiors are satisfied with my performance at work.
Cont.per3	I'm working on creating and maintaining positive relationships with my coworkers.
Count.per1	There are violent actions in my workplace that limit my performance.
Count.per2	I notice that there are bad behaviors in my workplace (theft, fraud, sexual harassment.....)
Count.per3	I notice an administrative dropout in my workplace
ED	Emergency Department
ENVIRM	Environment sources
Gender1	I see that sex plays a role in determining the level of stressors (woman, man)
Gender2	Women's social status makes them more susceptible to stress
Gender3	Both women and men are more susceptible to work pressures.
GFI	Goodness of Fit Index
I.S.P	Infirmier de santé publique (public health nurse)

INDIVID	Individuel sources
JD-C	Job demand control model
JOBREL	Job related sources
KMO	Coefficient de Kaiser-Meyer-Olkin
MBO	Management By Objectives
NFI	Normal Fit Index
ORGANIZ	Organizational sources
Per 1	I work alone and I can accomplish many tasks in a short time
Per 2	I am a good talker when it comes to work
Per 3	I am calm, patient and easy to treat
PERFORM	performance
Role conf 1	I feel like I'm doing some things that contradict my principles and thoughts.
Role conf 2	I receive instructions and orders from more than one responsible entity
Role conf 3	The work assigned is far from my experience and skills
Safety	Safety and security conditions are available at my workplace
SPSS	Statistical Package for Social Science
Struct 1	Bad design of the emergency department causes me a strain.
Struct 2	Congestion is increasing in the emergency department due to its bad design
Struct 3	I suffer from poor lighting and ventilation at the department level.
Super 1	There's always a direct supervisor back when I need to.
Super 2	My supervisor helps me to accomplish my daily tasks.
Super 3	The supervisor of my work is always guiding me
Task-per1	I am committed to duties and instructions that govern my work
Task-per2	I plan well for work tasks before implementation
Task-per3	I execute the required works efficiently and effectively.
TM	Transcendental Meditation
UHC	University hospital center
WHO	World Health Organization
Work load 1	The nature of my work requires high concentration due to the tasks I do to keep the patient safe.

Work load 2	In general cases I have difficulty convincing patients and their companions
Work load 3	The nature of my work imposes the responsibility of maintaining the health of patients which increases the intensity of stress
Work nat 1	Sometimes I feel nervous because of the amount of work at the level of the emergency service that exceeds my abilities and my functional capacity
Work nat 2	My work requires speed, vigilance and attention to the implementation of medical and administrative procedures for patients
Work nat 3	I feel tired and exhausted when I finish my job.
Work-rsh 1	My relationships with my colleagues at work are generally good
Work-rsh 2	My relationships with my superiors are good
Work-rsh 3	In general, my relationships at work don't make me a source of pressure.

General Introduction

I. Preface

II. Statement of the Problem

III. Research Hypotheses

IV. Significance of the Study

V. Objectives of the Study

VI. The Study Approach

VII. The Model of the Study

VIII. Limitations of the Study

General Introduction

Preface:

Our world today witnesses many changes in different spheres of human life, including the economic aspect. The effects of globalization on market economy entail the need to change in the culture of society and inventions in technology. This ongoing process has forced the organization to cope with demand of our global age whether it is the level of the organizational structure or the human resource.

The growing interest in labor pressure over the past decades is due to the growing conviction that these pressures affect the worker's health and productivity and the integrity of organizational behavior in all aspects related to the performance of the organization's human resources. This concern can also be explained by the theoretical possibility of controlling these pressures, controlling their sources and addressing their effects by the organization concerned, as they represent an internal aspect of this organization, in contrast to external pressures such as economic, political, social and other pressures that the organization often does not control.

There is no doubt that the current working conditions in many professions cause the feeling of pressure among many workers, and there is no doubt that there are some professions that are more often brought to the pressure of others, such as professions related to the healthcare services in which workers deal directly with people and devote themselves to serve others and sponsor Patients and help them recover their health and prepare them for self-reliance. Most studies confirm that workers in the field of health and medical care are exposed to pressure more than others, in view of the large responsibilities assigned to them and the requirements and burdens associated with their work, and the great effort they make when they deal with patients, in addition to psychological stress during the performance of their different roles

The Emergency Department in the hospitals (ED) is the most sensitive department because its provide services 24 hours a day. The worker in ED is subjected to multiple pressures; he is concerned with the health and life of human beings. He is also doing a human service that requires working for long hours, especially in critical health situations, also working during the holidays and night shifts that isolate them from their social life. In addition, the pressure added by the patient's relatives or companions who are sometimes in the midst of severe anxiety to know his disease nature and its seriousness also the possibility of

General Introduction

surviving or death has implications on the behavior and performance of health workers. The workers of ED face many situations and circumstances in which they experience situations of turmoil, anxiety, frustration and anger, which negatively affect their health and psychological status. Most of the pressures and tensions come from different sources that are related to their work, including what is the result of the individuals themselves.

I. Statement of the Problem

In attempt to clarify the relationship between work pressure and worker's performance; this general research question has been asked:

To what extent do work pressures affect the performance of emergency department staff?

To illustrate this problem, the general research question has been broken down into sub inquiries:

- What are the sources of work pressure that affect the performance of employees?
- Does the pressure of work have a statistically significant impact on the performance of workers in the emergency department?

II. Research Hypotheses:

In an attempt to get reliable answers to the research questions, the following hypotheses have been formulated:

- ✓ **H.1:** *there is a statistically significant relationship between individual work stress sources and employee's performance.*
- ✓ **H.2:** *there is a statistically significant relationship between job-related stress sources and employee's performance.*
- ✓ **H.3:** *there is a statistically significant relationship between organizational stress sources and employee's performance.*
- ✓ **H.4:** *there is a statistically significant relationship between physical environment stress sources and employee's performance.*

General Introduction

III. Significance of the Study

This topic has long been a question of great interest in a wide range of fields, especially in the administrative field. This latter is one of the public service institutions in the country in which the employees are subjected to multiple pressures.

A primary concern of this study is:

- To raise attention about the work pressures and increase individuals' awareness and organizations of the feasibility of studying and analyzing them and also to develop appropriate strategies to contain and control them.
- To search and identify the factors and reasons why employees feel the pressures at work, and to discover the implications and ways of managing and limiting them in the organizations.
- To focus on the human resource, which is the most important resource in the organization, since individuals who are exposed to severe work pressures are subject to many negative consequences. Such outcomes include psychological, physiological, and behavioral disorders. These results reflect their productive capacities and their social life.

IV. Objectives of the Study

This study set out to:

- To create a theoretical framework that covers all the concepts of work pressure and professional performance.
- To learn about the impact of pressure on the performance of the emergency department staff in Algerian hospitals.
- To produce results that may contribute to reducing the negative effects of work pressures, to be considered in the future to improve the performance of workers in Algerian hospitals.
- To find ways to improve the performance of employees in the emergency department and thus improve their performance that may facilitate the task of its management.
- The researcher hopes that this study constitutes a scientific and practical addition to the university.

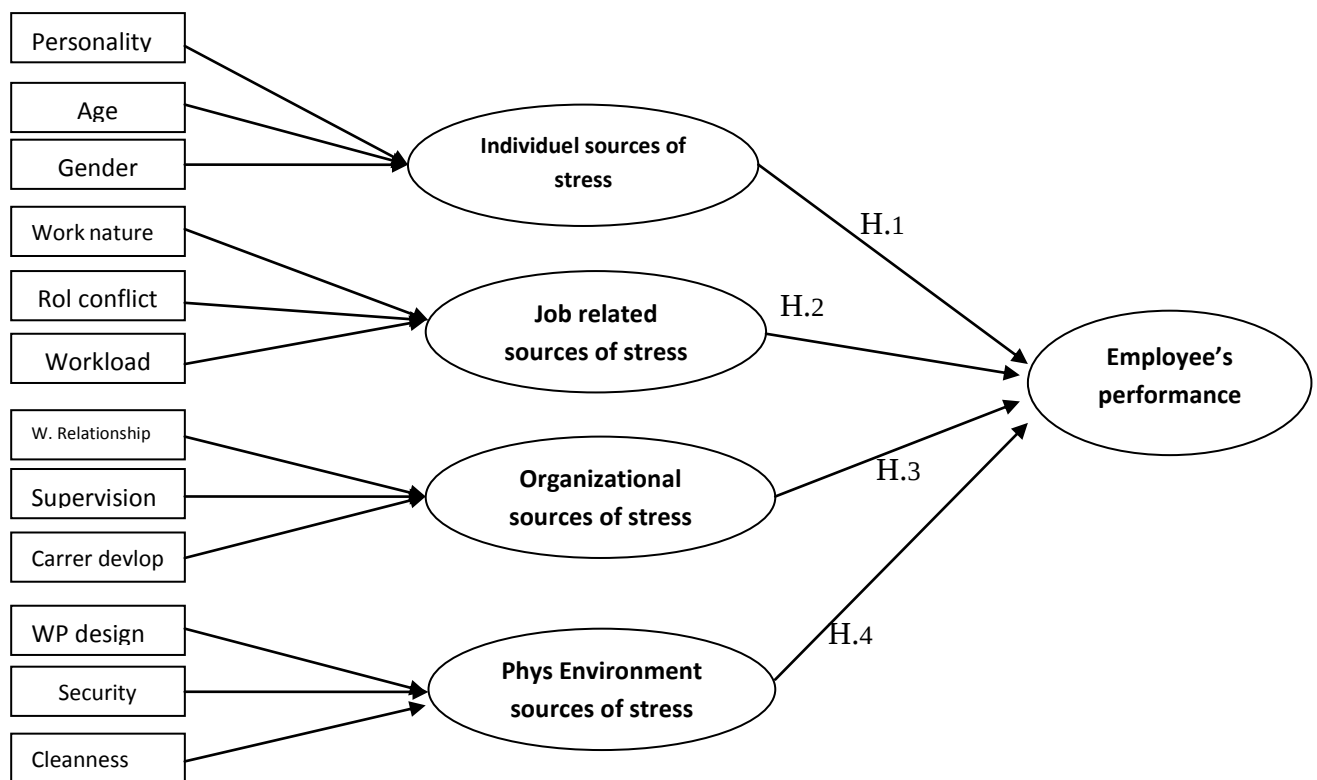
General Introduction

V. The Study Approach

In the light of the research questions aims and objectives. A descriptive and analytical approach was opted based on both quantitative and qualitative data sources. Its main reason is to describe the phenomenon and analyze, detect the relationships and influences between dimensions, interpret them and reach general conclusions that contribute to the improvement and development of the reality.

VI. The Model of the Study:

The following figure shows the theoretical model of the study:



A. Theoretical Model and Research Hypotheses (Made by the student)

VII. Limitations of the Study

The boundaries of scientific research are divided into three sections, namely temporal limits, spatial limits, as well as substantive limits. Our study limits where as follow:

- **Spatial limits:** the emergency department of the University Hospital Center in Tlemcen
- **Temporal limits:** from 24/04/2019/ to 20/05/2019

General Introduction

➤ **Substantive limits:**

- ✓ **Human limits:** the staff working in the emergency department.
- ✓ **Sample population:** 139 persons.
- ✓ **Research methodology:** descriptive and analytical approach

VIII. Structure of the Study

The general framework of the study is divided into research into two chapters:

Chapter One: This chapter is devoted to the theoretical part of the study, which broken down into two sections. The former reviews the general understanding of the pressures of work whereas the latter addresses the concepts of job performance.

- **Section One:** This section is devoted to presenting the concept of professional pressure, its definition, the sources of professional pressure, in addition to some models and theories, finally the positive negative effects and ways of dealing with it in addition to the pressures in the emergency department are reviewed.
- **Section Two:** This section comes to highlight the theoretical framework of employee's performance in all its aspects, types, appraisal and evaluation, improving procedure and finally the relationship between work stress and performance are presented.

Chapter Two: Empirical study, which is also divided into two sections

- **Section One:** Conceptual Framework of the Study and Data Analysis

2.1.1 Conceptual Framework of the Study

2.1.2 General Characteristics of the Sample Population.

2.1.3 Data Analysis

A. Using SPSS Program Version 20

B. Using Statistica Program Version 8

- **Section Two:** Hypothesis Testing and Result Discussion

2.2.1 Hypothesis Testing

A. Using SPSS Program Version 20

B. Using Statistica Program Version 8

2.2.2 Result Discussion

General Introduction

IX. Previous Studies

Many previous studies were examined during the preparation of the theoretical framework of the study, which are relevant to the current scope of the study, thus, this part is based on the review of the parameters that were focused on, their procedures, their tools and their most important results:

The Study of Yahya Abdul Jawad Darwish Joudeh (2003):

Entitled: Sources of Work Stress among Nurses Working in Hospitals in the Northern West Bank.

The study aimed to identify the sources of work pressure among nurses working in the hospitals of the northern West Bank governorates. Its main objective is investigate the role of the following variables: Gender, academic qualification, years of service in the nursing profession, social status, workplace, type of department.

The researcher used the arithmetical averages and standard deviation, frequencies, percentages, and test for two independent groups, the analysis of the mono-variance and the Scheffe's test for the inter-dimensional comparisons between the arithmetic averages, Where the results showed that the overall degree of stress was moderate in general. Thus, the psychological sources of pressure and social sources were in the first place as a stimulus, while the personal work pressure sources were in last place.

There were statistically significant differences at the level of $\alpha = 0.05$ in the levels of work stress sources based on variables of: years of experience, social status, place of residence, type of hospital and type of section. There were no statistically significant differences at ($\alpha = 0.05$) for sources of work stress that are attributed to: gender variables and scientific qualification.

The Study of Raja Merriam (2005)

Entitled: "Sources of Professional Stress in Female Nurses". Case study in hospitals affiliated with the Ministry of Higher Education in Damascus Governorate. This study aimed to measure the occupational psychological pressures faced by nurses working in hospitals affiliated with the Ministry of Higher Education, in light of four variables: social status, age,

General Introduction

number of years of service. A questionnaire of 55 items was developed to measure the sources of work pressure and it reached a number of results:

1. 78.9% of nurses experienced high levels of occupational psychological stress on the overall score used in the research.
2. There are significant differences between the mean scores of nurses according to the social situation variable on the sources of pressure related to the nature of work and after the relation with co-workers in favor for single nurses.
3. There are significant differences between the mean scores of nurses according to the social variable on some sources of pressure related to the nature of work and after the relationship with co-workers in favor for the younger nurses.
4. There are significant differences between the mean scores of nurses according to the variable number of years in the hospital and some sources of pressure related to the relationship with the administration in favor of nurses who have less years of service.
5. There are no significant differences between the mean scores of nurses according to the variable of the department or the work division in the hospital.

Study of Khalil Hadjaj (2007):

Entitled: “The impact of work pressure on both the functional affiliation and satisfaction of the staff working at Shifa Hospital in Gaza”. This study aimed to identify the level of occupational stress experienced by the nursing staff in hospitals in the Palestinian Gaza Strip. It also aimed to reveal the relationship between work pressure and job satisfaction and the existence of statistically significant differences in the level of work pressure attributable to: age variable. Gender, academic qualification, social status, duration of experience

In the analysis of this study, frequencies, percentages, arithmetic averages, and variance analysis were used, tests and correlation coefficients were used also.

The study concluded the following results:

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1. The nursing staff at Shifa Hospital in Gaza suffer from a high blood pressure of 79, 28%
2. There was a statistically significant inverse relationship between work pressure and functional affiliation. The study also found no statistically significant differences in the level of work pressure due to age, sex, Academic qualification, social status, duration of experience.

The Study of Murshdi Al-Sherif's Study (2008)

Entitled “Sources of occupational stress and coping strategies among surgeons”

The aim of this study was to identify the sources and levels of occupational pressure among surgeons, to identify the differences between the sexes in the sense of professional pressure, also to identify the relationship between the sources of occupational pressure and coping strategies, as well as the coping strategies employed by both sexes to deal with stress.

A descriptive method was used to study the sources of occupational stress. This study consists of 65 paragraphs divided into five dimensions: working conditions, patients and their companions, role characteristics, work group, and organizational processes. It was also adopted to identify the coping strategies used by surgeons to measure methods and to rely on the appropriate statistical methods. The following findings were found:

Confronted that surgeons suffer from all five stress sources (working conditions, patients and their companions, role characteristics, work group and organizational processes). As for the difference between the sexes in the sense of pressure, the results indicated that the female surgeons suffer more from professional pressure out of the five sources. The results also indicated a relationship between the sources of pressure and coping strategies used.

The Study of Saragih (2011)

Entitled: “The relationship between the ability of employees to self-control and the results of work involving performance, satisfaction and pressure”. The study included. 11 banking workers in Indonesia, and showed no statistically significant relationship between the ability to self-control and performance in the studied sample.

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The study of Dwamena (2012)

Entitled: “The impact of work pressures on decision-making” the study has been done on over then 100 employees of the Ghana Port and Harbor Agency. The study found that there are many factors of pressure affect the productivity of workers in this agency, where the lack of control of workers on their work and their lack of participation in decision-making as factors of influential pressure.

The study of Saranani 2015

The study examined the impact of pressure and the role conflict on the performance of public sector employees, including 11 public sector workers in the south-eastern state of Sulawesi in Indonesia. This study showed that there is no statistically significant impact of the role struggle on the performance of the workers, while the pressures negatively affect their performance.

Chapter One: Work Stress and Employee's Performance

Section One: Work Stress

Preface

- 1.1.1 Definition of Work Stress
- 1.1.2 Types and Elements of Work Stress
- 1.1.3 Stages and Sources of Work Stress
- 1.1.4 Explained Models of Stress
- 1.1.5 Results and Effects of Work Stress
- 1.1.6 Methods and Strategies to Deal with Work Stress
- 1.1.7 Work Stress in Emergency Department.
- 1.1.8 Section Conclusion

Section Two: Employee's Performance

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- 1.2.1 The Concept of Performance and Employee's Performance
- 1.2.2 Job Performance Types
- 1.2.3 Job Performance Dimensions
- 1.2.4 Performance Appraisal and Evaluation
- 1.2.5 Factors Effecting Job Performance
- 1.2.6 Job Performance Improving Methods
- 1.2.7 Job Performance and Work Stress
- 1.2.8 Section Conclusion

Chapter One: Work Stress and Employee's Performance

Preface:

The multiplicity of environmental factors, both physical and moral ones, has a direct affect on human being; these impacts will not be only at the level of home or the public life but also extends to the workplace. This latter is known as “work pressure” that makes the individual exposed to different situations, for instance unrest, anxiety, fear, frustration and anger. Those situations affect employee's psychological, health status and his/her social relations as well as his/her performance and limit his/her ability to achieve the organizational goals where the realization of those goals is linked with the quality of human resources and their ability to fulfill the tasks under consideration.

For the purpose of presenting more details, this chapter is divided into two sections. The first one is devoted to developing a conceptual understanding of the concept of stress. The second section, on the other hand, deals with employee's performance and those points that serve the subject.

Chapter One: Work Stress and Employee's Performance

Section One: Work Stress

In this present section, our focus is oriented towards clarifying the concept of “work stress” by identifying its sources, elements, stages and explaining models, at the end different methods and strategies are dealt with.

1.1.1 Definition of Work Stress

The work, in its various forms, is an essential focus of human life. This makes the person lives under psychological pressures which have sometimes positive or negative aspects. From here, and in order to provide a suitable concept for the “work stress”, we will first introduce the concept of “stress” by reviewing its various definitions as well as identifying its elements.

First, the term stress cannot be grounded in unified definition. Researchers in this field have given different definitions of “stress” or “pressure”. This difference lies in the fact that everyone sees “pressures” differently from each other. This idea has been supported by **Jane** and Abbey (2005: 25) who state “What can be a source of stress and a negative experience to one person can be a very positive experience to someone else”.

Phenomenon's cannot be studied or understood without returning to their historical roots; in this context, Usha R and Jaya K (2002: 18) state that:

In the 17th century the word stress (derived from the Latin word *stringere* meaning to draw tight) was used to mean 'hardship, straits, adversity or affliction'. During the 18th and 19th centuries, the word stress described 'pressure, force, strain or strong effort', attributing to the person's organs and/or mental powers

Walter Cannon (1871–1945) is one of the most popular research pioneers in the field of stress, he stresses the need to pay more attention to the emotional factor in the development of diseases, and he also think about the term “stress” in the sense of physiological and psychological simultaneously. From the contributions made by Cannon (1932) we find the *fight–flight* response. He indicates that when organisms are aware that they are under threat, the body is quickly alerted and becomes driven by the influence of the nervous system and the endocrine system, and then, responses are made. These physiological responses are designed

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to prepare the organisms to attack the source of the threat or escape from it, so it is called a *fight-flight* response. However, he also recognized that prolonged stress could result in medical problems (as cited in Jane Ogden, 2007: 222).

The next great figure in the history of stress was Selye (1907–1982) who is the first pioneer to present the concept of psychological stress to the scientific arena in 1956 and defined it as:

Set of symptoms that coincide with exposure to stressful positions, also as an unspecified response of the body towards environmental requirements, this will puts the individual under psychological pressure. Selye expanded on Cannon's work and described three stages of the stress response: the alarm stage, the adaptive–resistance stage, and the exhaustion stage. (As cited in Paul M. Lehrer, Robert L. Woolfolk & Wesley E. Sime, 2007: 7).

Lazarus & Folkman in (1984) define psychological stress:

“Stress is a particular relationship between the person and the environment that is appraised by the person as taxing or exceeding his or her resources and endangering his or her well-being”. Lazarus and Folkman formulated a model for interpreting psychological pressure in the context of the relationship between the person and his environment and the individual's assessment of the resulting events. Pressure arises when an individual encounters a situation and is assessed as being threatened and a negative event is expected for him. (as cited in Adetayo Joshua, Ajani John & Olabisi Olawoyim, 2014: 143).

This is a brief history of the term stress and its use in the field of psychology. Cannon, Lazarus and Selye are the first pioneers to use this term. However, many researchers combine the definition of “stress” on four key areas:

✓ Stress as Stimulant

In this area, psychological stresses are seen as stimuli, where the emphasis on the stressful event as an independent factor is different from one person to another, these stimuli are classified by Lazarus & Cohen as follows (Lazarus & Folkman, 1984, p.12) :

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- Major life changes, which are usually sagging and affecting a large number of individuals.
- Great life events that affect one person or a few individuals.
- Disasters of daily life.

✓ Stress as Responses

Sealy is one of those who maintain that stress is a response to external factors. “Pressure” in this area is seen as a reaction to a stressful stimulus in the environment. For this purpose, pressure is defined as the physiological and psychological responses of an individual in the face of an external situation (event) (Davison & Neal, 1994, p.191).

✓ Stress as an Interactive Relationship

This area is based on the importance of the internal processes of the individual when he/she confronted with external stimuli. In this context, Taylor define pressure as an assessment process of events (is it harmful, threatened or challenging?) And the response to these events is in the form of emotional changes and behavioral as well as physiological and cognitive (Taylor, 1999, p.169).

Stress as a State of Conscience:

The psychological stress is due to the disorder of the emotional state, where both Kellowy & Borling points out that the psychological pressure is the result of communication between each individual and the elements of the surrounding environment, and it may reach a state of conscience that is affected clearly in his physical and emotional energies (مریم, 2005, ص54).

After trying to define the concept of stress in general, a focus now is on discussing what is meant by “work stress”:

In his article, **Treven (2005)** state that, “Work settings can be very stressful for employees. Some jobs and organizations expose individuals to high levels of stress, whereas others involve less stress. In work contexts, various factors may cause employees stress for instance, type of job, role conflict, responsibility for other employees, conflict between work and private life” (p. 4). These factors affect the individual's duties, functions, and relationship with worker's organization and may also extend to his health and safety (Soran, Balkan &

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Serin, 2014: 2). In this respect, Stranks (2005: 109) provides a list of classic indicators of stress in the workplace these are:

- Decrease in performance amongst specific groups;
- Missed deadlines;
- Poor levels of punctuality;
- An increase in sickness absence;
- Evidence of aggression and anger amongst employees;
- Increased irritability at management decisions;
- A tendency towards withdrawal and evidence of depression;
- A reduced interest in work and in fellow employees;
- Lack of concentration.

Despite the frequent use of the concept of work stress, there is no general consensus between scholars to reach a precise definition of the term.

We have Lazarus (1991) who postulated that occupational stress is a process, involving a transaction between an individual and his or her work environment. The worker's response to work stress can be either psychological, physical or both, and is usually categorized as being acute, post traumatic, or chronic (Elizabeth Kendall *et al*, 2000: 7).

According to Cox (1993), "stress is now understood as a psychological state that results from people's perceptions of an imbalance between job demands and their abilities to cope with those demands". (as cited in Stranks, 2005: 6).

National Institute of Occupational Safety and Health (1999) who defined work stress as being 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. (as cited in Elizabeth Kendall *et al*, 2000: 6).

Arnold and Feldman (2000) define stress as "the reactions of individuals to new or threatening factors in their work environment". Since our work environments often contain new situations, this definition suggests that stress is inevitable. This definition also highlights the fact that reactions to stressful situations are individualized and can result in emotional, perceptual, behavioral and physiological changes. (as cited in Adetayo Joshua Olusegun, Ajani John Oluwasayo & Olabisi Olawoyim, 2014: 139-153).

While **Jamal (2005)** defined job stress as an individual's reactions and interactions to characteristics of the work environment that seem morally, emotionally and physically

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threatening, mediated by individual differences and/or psychological actions. (as cited in Moaz Nabil Gharbi *et al*, 2016: 22).

According to Jaffe, Smith and Segal, (2007) different professional contexts also create stress conditions to the employees at the work place. When the employee feels that he / she is not supported by their managers / leaders or colleagues when he does not have control over the work or he lacks the knowledge of competing a task would meet the requirements of the given task and the constraints that they will have to face in the in doing so (as cited in Jayadev Babu Bivakar, 2015: 20).

Also Chen& Silverthorne (2008) labeled job stress as a work related psychological pressure and a worker's ability to respond and grip the specific situation at work place skillfully (PP. 572-582).

Salami O. S. (2010) "Occupational stress can be defined as the experience of unpleasant negative emotions such as tension, anxiety, frustration, anger and depression resulting from aspects of work" (as cited in Richa, Tulsee, 2018).

According to Moaz Nabil Gharbi *et al* (2016: 22) stress is a status which happens when individuals recognize that the conditions or strains facing them may be more than their endurance.

Based on the these various definitions, it can be concluded that occupational pressure is an emotional response that occurs as a result of his interaction with the environment and his incompatibility with the requirements of his work at his workplace.

1.1.2 Types and Elements of Work Stress.

I. Types of Stress:

Shahsavarani, Abadi and Kalkhoran (2015) state that stress can be classified according to the nature of the stressor, its influence on individual, and the exposure time to the stressors:

A. According to the Nature of Stressors

- **Physiological Stress:** These are pressures that have a physiological source and can be found in the work environment or external environment of work (family, social life ...).
- **Psychological Stress :** These are pressures that have a psychological source such as be Anxiety, frustration, depression, panic, feeling negative, despair, fear, pessimistic thinking, inability to cooperate

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B. According to Stress Influence on Individual

- **Positive (eustress):** Eustress is a term first defined by Hans Selye (1975), and it captures the positive side of stress. The prefix 'eu' means good in Greek so eustress can simply be thought of as good stress (Biswas, 2009) (as cited in Walls, 2015: 10). This type of pressure is in the short term and has a positive effect on the individual such as promoting, motivation and improving performance as well as creativity and job satisfaction (Gan Leh Ying et al, 2016: 20).
- **Negative (distress):** These are harmful pressures with negative repercussions on human health and psychology. Reflected on his performance and productivity at work. Ornelas & Kleiner (2003) mention that the distress or "the negative stress" has the following characteristics; causes anxiety or concern, can be short or long-term, and is perceived as outside of our coping abilities, feels unpleasant, decreases performance, can lead to mental and physical problem (Nnuro, Edward Kwaku, 2012: 15).

The table bellow gives examples about positive and negative stress:

Positive stress	Negative stress
Receiving a promotion	Excessive job demands
Getting a raise at work	Excessive hours with limited flexibility
Starting a new job	Manager-employee relationship
Job change	Job insecurity
Special project	Conflicts with peers
Moving	Role confusion
Taking a vacation	Lack of training
Performance review	Bullying
Professional development	Unproductive meetings
Retiring	Daily commute to work

Table 1.1.1: Examples of Positive and Negative Stress (Howatt et al, 2018: 5)

C. According to Exposure Duration to Stressor

- **Traumatic Stress:** is one that result from a catastrophic event or experience such as an accident or natural disaster etc. Here, many victims start to recover soon after the

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shock while in some people, their bodies do not easily return to equilibrium and life too does not return to normal. This is often referred to as post-traumatic stress disorder. The victim develops symptoms like flashbacks or nightmares about the trauma (Fonkeng, 2018, P. 8).

- **Acute Stress (short-term):** Acute stress is the most common and recognisable form of stress. This type is often short-lived and does not result to any permanent damage to the body. It may result from where an individual have a busy day. A busy can create stress but its short term because perhaps tomorrow you are less busy. For example, if your car has a break down on the way, this creates a certain amount of acute stress, but once the car is fixed, there is no stress associated with it (Fonkeng, 2018: 8).

- **Chronic Stress (long-term):** According to Shelley et al. (2006: 236) chronic stress is one that occurs seemingly for an intermediate period that wears down the person every day with no visible sign of escape. This type is brought about by long-term exposure to stressors such as unhappy marriage, traumatic experience, unwarranted career or job, stress of poverty, relationship conflicts etc. These situations seem to be unending, and the accumulated stress that results from exposure to them can be life threatening. It tears the individual emotionally and health wise thus leading to break down and death subsequently, Shelley et al. 2006 (as cited in Fonkeng, 2018: 8).

II. Elements of Stress:

Jane & Abbey (2005: 30) mention in their book that the stress consists of five (5) elements divided as follows:

- **The person:** the way the situation is perceived, influenced by his/her personality, thought processes, and state of well-being/resilience;
- **The situation** that provides the context that is perceived by the individual as more or less stressful;
- **The stressors/pressure:** the pressure generated both externally and internally;
- **The reaction of the person:** to the perceived pressures he/she is experiencing;
- **The strategies used:** by the person to deal with the situation.

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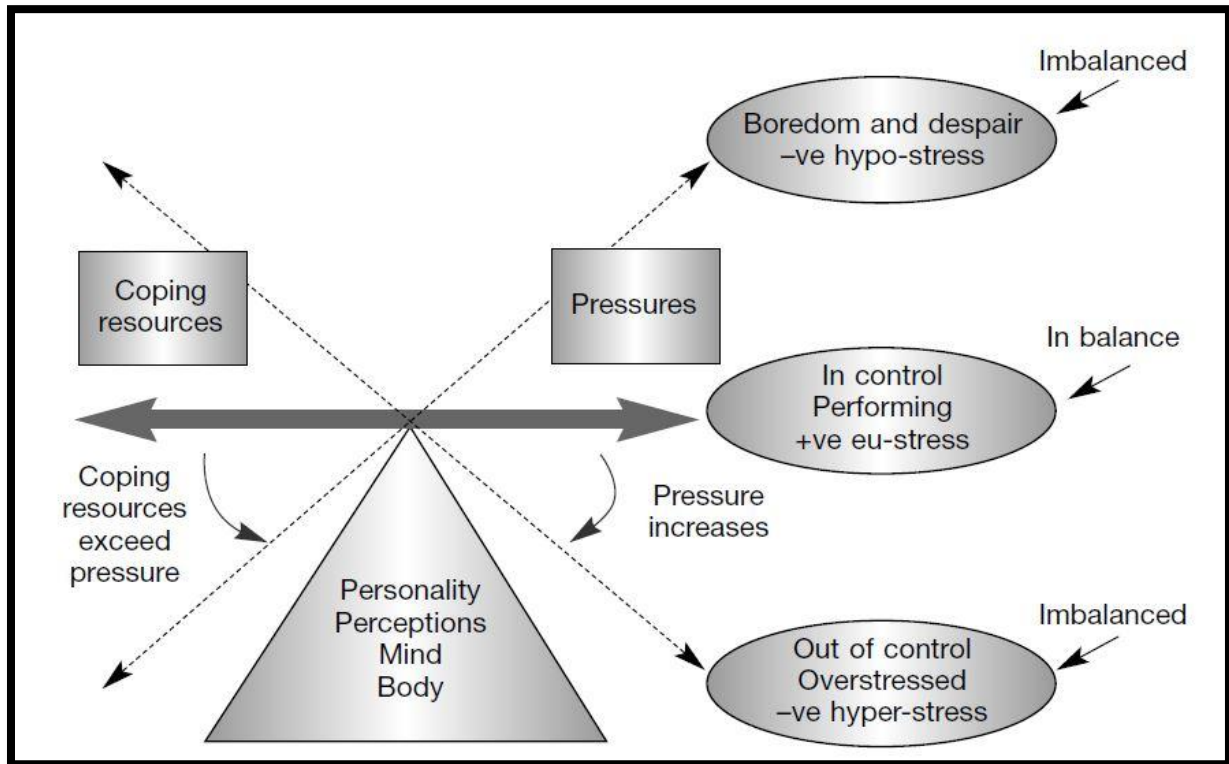


Figure 1.1.1: The Five Work Stress Elements (Jane & Abbey, 2005: 30)

On the other hand, most experts and researchers agreed that there are three elements of the work pressure (فهيمه حمدي, 2014, ص 4):

- **The stimulant element:** The stimuli are the causative forces that cause stress; stress factors can arise from the environment, organization, groups or individual.
- **Response element:** This component represents the physiological, psychological and behavioral responses of the individual such as anxiety, tension, frustration and others.
- **Interaction element:** Interaction is a combination of excitation and response, which is the interaction between the exciting and the responsive factors, and that this interaction of the environment, organizational factors, human feelings and the resulting responses.

The following figure present the component elements of work stress:

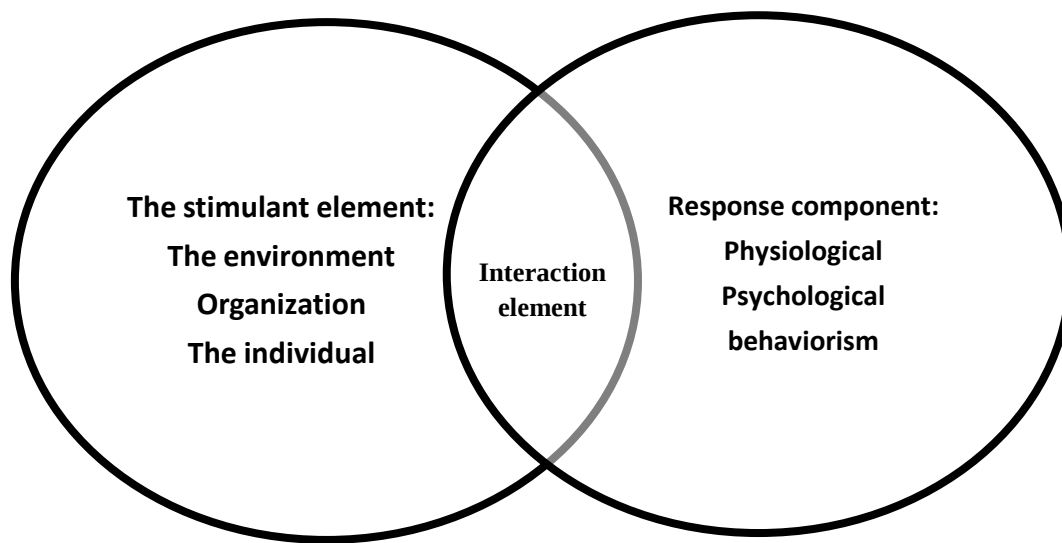


Figure1.1.2: The Three Work Stress Elements (بن خيرة عبد الرحمان, 2017, ص 39)

1.1.3 Stages and Causes of Work Stress

I. Work Stress Stages

The first contribution to explain the stress and to its stages was by the researcher Selye in (1956) where he suggest three stages of the "reaction system " that the individual passes when he/she is facing stress, Selye label this process “the general adaptation syndrome”.

Adetayo Joshua Olusegun et al (2014: 146) mention these three stages and define them as follows:

1. **Alarm reaction:** the body prepares for a potential emergency. Digestion slows down, the heart beats faster, blood vessels dilate, blood pressure rises and breathing becomes rapid and deep. All bodily systems work together to provide maximum energy for fight or flight.
2. **Resistance:** if the stress continues, the body builds up a tolerance to its effects. The body becomes habituated to the effect of the stressor; however, the body's adaptive energies are being used as a shield against the stressor.
3. **Exhaustion;** when the body's adaptive energies are depleted, the symptoms of the alarm reaction reappear, and the stress manifests itself as an illness, such as ulcers,

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heart ailments and high blood pressure. During the first or second stages, the removal of the stressor will eliminate the symptoms.

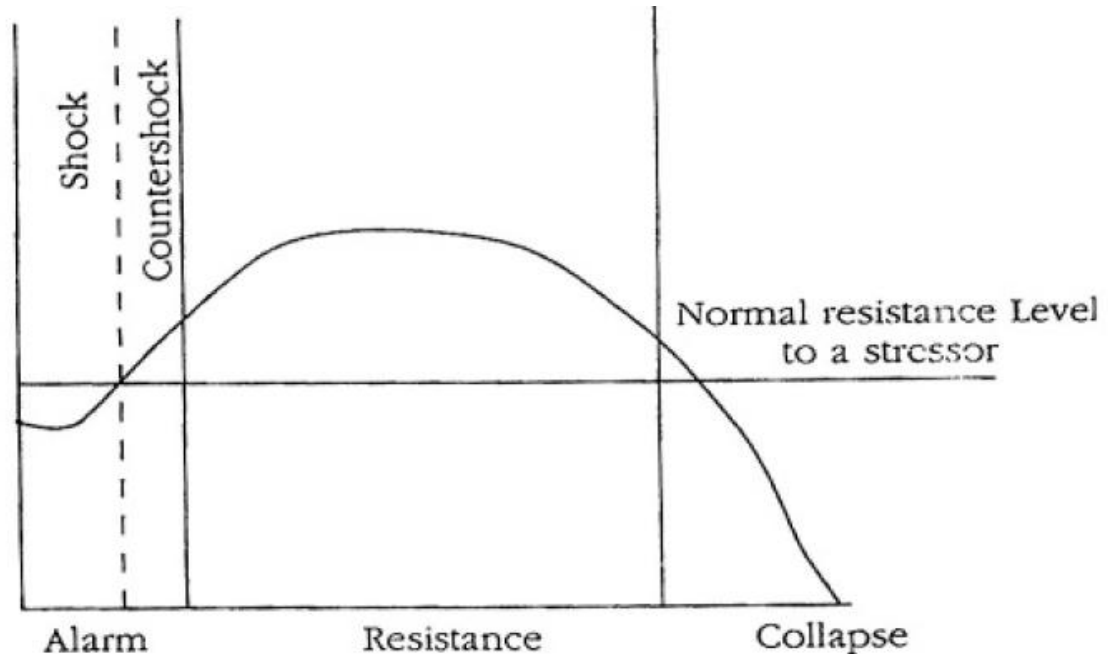


Figure 1.1.3: General Adaptation Syndromes Hans Selye in (1956). (Usha R et al, 2002 :20)

II. Work Stress Sources

It is difficult to identify a single model that classifies the sources of work pressure. This is due to the different theoretical approaches that deal with this phenomenon, but there is a general agreement that those sources are beyond the individual, the organization, the job and the environment:

A. Organizational Sources

Organizational stressors are those factors and variables related to the organization that are a source of pressure for employees, among them: work nature, workload, ambiguity of role, role conflict, career advancement, lack of decision-making....Etc.

Now, the main sources of organizational pressures that have been addressed by various studies will be explained:

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1. **Workplace conditions:** It refers to the environmental conditions surrounding the individual in the workplace such as: design, location, available equipment and ventilation. Conditions of the work environment have a particular importance to the individual. If they are not available properly, this will lead the employees to psychological and physical pressure.
2. **Career advancement:** is related to the different experiences and practices in the working environment that affect the employee's perception of his growth and career development as his sense of lack of opportunities to develop and upgrade his skills is a source of anxiety and stress. Here, the employee's personal expectations play an important role if, for example, promotion is less than his expectations, it contributes to his work pressure, which negatively affects his job performance (Gideon and Taylor, 2005).
3. **Position in the workplace:** The individual's location in the organizational structure can be a source of labor-related pressure, as the senior management is exposed to pressures from the external environment as well as the working environment; he faces the problems of competition and change in economic, political and social conditions. He also faces the problem of managing and distributing resources, making difficult decisions and deal with workers ' problems. On the other hand middle-management men suffer from the pressure of the role conflict. The general complaint at lower levels of regulation is the imbalance between powers and responsibilities and the lack of participation in decision-making that affects them. (Manning and Preston, 2003).
4. **Responsibility for others:** Liability is another source of labor pressure, assuming responsibility for individuals carries a very high degree of pressure, for example the decision to transfer, upgrade or dismiss an employee involves a high degree of pressure on the decision-holder because of the individual and social effects of such decisions. This is discussed by the results of several studies that have shown that managers and administrators often suffer from ulcers and severe stress as a result of the considerable pressure generated by their responsibilities for individuals (Nekoranec and Kmosena, 2015).

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5. **Work relationships:** Personal relationships between the individual and his colleagues play an important role in practical life. These relations may allow him to satisfy his psychological and social needs such as appreciation, respect, friendship, etc. If these relationships are abused, they will undoubtedly be characterized by hostility and hatred. (Coetzee & M. de Villiers, 2010).

B. Job Related Sources

1. **Work nature:** The professions vary in terms of responsibilities, performance and outcomes of behavior. This disparity leads to differences in the levels of pressure. For example, there are professions that assume the responsibility to preserve people's lives and health; it has a high level of stress compared to office work.
2. **Role ambiguity:** The role ambiguity is one of the main sources of work-related stress, the ambiguity occurs when the individual does not have clear information about the role he is required to perform or when he has a lack of information about the limits of his authority, the absence of information related to the rules and policies of the organization, or also when there is a contradiction and duplication with the role played by Individual (Stranks, 2005).
3. **Role conflict:** "A role conflict usually arises when a worker is required to do contradictory acts or when the role expectations contradict some of the individual's values and principles or when he/she is forced to carry out work that is believed to be outside his/her work duties" (Stranks, 2005: 48).
4. **Workload:** The workload causes a feeling of unbalance for the individual. The difficulty of working is due either to the lack of knowledge of work aspects or to the individual's lack of understanding of these aspects, or when the volume of work exceeds the time allotted for performance or surpass the capacities available to the individual (Coetzee & de Villiers, 2010). Two types of workload have been distinguished:
 - a) **Heavy workload:** the quantitative heavy workload means that the staff member could not perform tasks in the time available to him, thus working overtime. Or that he/she is employed in a job other than his/her primary

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function which is not commensurate with his qualifications, abilities and skills.

- b) **Weak workload** quantitative weak workload means to have too little work to do. The low burden of the role means that the work assigned to the employee is insufficient and does not correspond to his energies and interests, which leads to the lack of the the sense of the importance, boredom and isolation at work, which increases the work-related stress. (Nekoranec and Kmosena, 2015).

The figure below represents a model of stress at work:

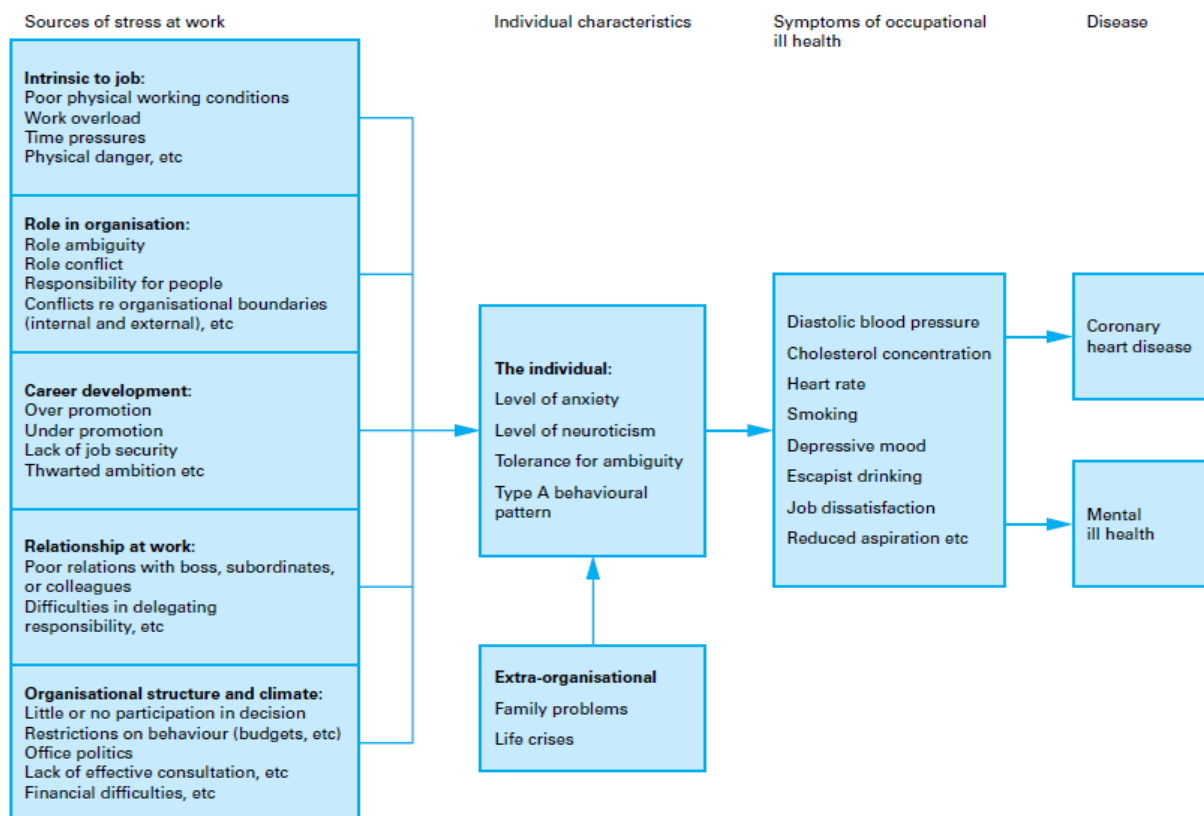


Figure 1.1.4: A Model of Stress at Work (Michie, 2002: 67-72).

C. Individual Sources

We mean by Individual sources those factors that are related to the individual which are stressors of pressure such as: person's personality, mental and physical abilities...and so on.

1. **Types of personality:** several scientific studies indicate that the type of the personality of the individual has a dominate and influential role in understanding

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the pressure. in this context, Friedman & Rosenman (1974) stated that “people are differentiated by types of personality and each type of personality varies the degree of being affected to stress” (quoted in Nekzada & Tekeste, 2012: 52). there are two major types of personalities which are **type A** and **type B** :

a) Type A: which has the following characteristics:

- Tends to work alone and can accomplish many tasks in a short time.
- He's a good talker when it comes to work.
- Anxious and suffer from high level of stress.
- He is characterized as a stubborn, jealous and treacherous person.
- He is characterized by the driving force of the instinct of control.

b) Type B: which has the following characteristics:

- He prefers to work in the group to work solo.
- Characterized as calm, patient and easy to treat.
- Achieves a balance between work and other aspects of life.
- He has the ability to innovate and renew.
- Have high performance with low level of stress.

2. Mantel and physical abilities: The physical and psychological state of the individual has a direct impact on the level of his suffering from stress. The psychological state determines the nature of the response. The fatigue or extreme stress has a great impact on the individual's perception of the sources and the level of pressure. It has been founded ~~found~~ that depression reduces the individual resistance to sources of work stress. An individual who lacks self-confidence and self-esteem responds negatively to stressful situations. Studies show that self-esteem is an effective factor in responding to work pressures. Some individuals have high physical and mental health, while others are physically and psychologically ill when faced with stress.

3. Gender and age group: There are some problems that appear most frequently in age groups, such as depression, which often appears at the age of 35. Thus, the pressures on the individual vary according to his age. Learning new technology and acquiring skills and competencies in automated media is a source of pressure

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for people over 45 years of age, and those under the age of 24 will suffer from job pressures as a result of their recent employment and difficulty adapting to the new circumstances, because they take considerable time to complete work duties, due to their lack of experience as newcomers in the field.

As for gender, gender differences are not necessarily due to the biological structure. The sex factor (female/male) is one of the personal characteristics that influence the study of work pressures, especially with the increase in women's entry into the labor market, whose social and functional location differs from men in terms of overlapping responsibilities between work and home.

4. Friends and family issues: The family may be a source of some pressure because of its expectations of the individual, and its requirements are incompatible with the requirements of work, and also what happens in family life of fundamental changes such as death and disease or problems with friends ... etc

D. Environment sources: The environmental factors have an impact on the level of pressure that affects the workers within the organization, including:

1) General environment:

a) Instability of the economic situation: : Any fluctuation that can occur on the economic side (recession, high inflation rates ...) in a country will negatively affect the population, in terms of prices, expensive materials or the availability of consumable goods. Therefore it will affect the level of income of employees, which results in anxiety and pressure.

b) Evolution and advancement of technology: The computer and the modern technologies introduced to the work led to the individual feeling of threat and pressure if they are not mastered.

c) Social changes: In new and old societies, new phenomena have emerged that differ from traditional values, customs and traditions, resulting in societal problems such as the spread of addiction, which leads to an individual's feeling of pressure.

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2) Physical environment:

- a) **Temperature and humidity:** if the temperature increases or decreases below the normal level, this will inevitably lead to increased pressure in the work place; in addition to this, working in an atmosphere of high temperature causes fatigue, increased sweat, and weariness. As well as working in a cold atmosphere causes muscles contraction, consistency in the hand movement.
- b) **Noises:** noise is a kind of inconvenience, it causes disturbance either because of its severity or because of sudden occurrence or because of its continuity, which may prevent the individual from concentrating.
- c) **The risk of radiation:** is limited to those who work in diagnosis and radiotherapy, and from the dangers caused by the risk of radiation, infertility, skin burns, and serious diseases on the health of the worker.

1.1.4 Explained Models of Work Stress

There are several theoretical models that tried to explain the occupational stress and its impact on individuals in order to find ways to deal with those pressures. These models have evolved through the practices and research of many scientists specialized in this field. This section will present and explain these models:

A. Person-Environment Fit Model

Many contemporary stress models have a common point of origin: the work of the Social Science Research Group of the University of Michigan, particularly in the works of Kahn, French, Caplan, and Van Harrison. Together they developed an innovative model called the Person–Environment Fit model through years of empirical researches. (Cox & Griffiths, 2010).

According to French (1973), the Person–Environment Fit model suggests that the match between a person and their work environment is a key in influencing their health. For healthy conditions, it is necessary that employees' attitudes, skills, abilities and resources fit the demands of their job, and that work environments should meet workers' needs, knowledge, and skills potential. Sonnentag and Frese (2003) mention that the lack of fit, in

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either of these domains, can cause problems, and the greater the gap or misfit (either subjective or objective) between the person and their environment, the greater the strain as demands exceed abilities, and need exceeds supply (quoted in Mark and Smith, 2008: 4).

Additionally, Robbins and Langton (2014) state that this model indicates that there are two types of non-fit between the individual and the environment which may have a negative impact on the health of the individual and the functional performance of the workers, this idea can be summarized in these two points:

- A. The individual's needs and expectations are not matched with the rewards of the organization or the job he occupies.
- B. The individual's abilities and skills are not matched to the job or work requirements which result a work place stress.

This model is a subject of heated debates; it has been criticized by Lazarus in (1991) who criticizes the relation between the individual and the environment as being static (fixed) with much emphasis on stable relationships rather than action and interaction in the context of work. However, he stresses that this model represents an advance in scientific thought about the work pressures (Mark and Smith, 2008).

B. Demand Control Model

This model plays an important position in the field of occupational pressure studies, as it can be applied to many employment positions as well as in epidemiological studies (Sarnin, 2007: 160). Focusing more closely on concrete aspects of work demands and the extent to which a person perceives he or she has control (decision latitude) over those demands, Karasek (1979) develop the JD-C model (Glazer and Liu, 2017: 9) and later expand by himself and Theorell in (1990) (Dewe ,O'Driscoll and Cooper, 2012: 32). In Karasek's demand control model, stress at the workplace is a function which indicates how demanding a person's job is and how much control (discretion, authority or decision latitude etc.) Employees are over their own responsibilities. This creates four kinds of jobs notably: passive, active, low strain and high strain job (Divacr, 2015: 24).

In this line of thought, Divacar (2015) explains those four types of job as follows:

- **High strain functions:** High strain with low decision latitudes (most dangerous to health). In which the individual finds himself in front of an action that exceeds his

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physical and intellectual abilities, making him vulnerable to a high level of work stress.

- **Low strain functions:** Low strain with high decision latitude; In this case, the worker has less sense of pressure compared to other cases, but his easy work does not allow him to highlight his abilities and skills, making him vulnerable to work stress.
- **Passive functions:** high strain with high decision latitude (less harmful to health)The worker has a great independence in making important decisions, he can exploit his abilities and skills, and although the work in this case tired and exhausted but the worker is less sense of work pressure than the previous cases.
- **Active Functions:** Low strain with low decision latitude (the inhibitory nature of this type of function may lead to moderate levels of stress at work). This means that he must return to his boss to make any decision when he faces works problems (he has no margin of independence in making decisions). So over time the worker feels bored and this may weaken his motivation as well as his professional satisfaction and his fatigue rate increases and he becomes subject to high working stress.

On other hand, Karasek's (1979) explains a demand control model as follows:

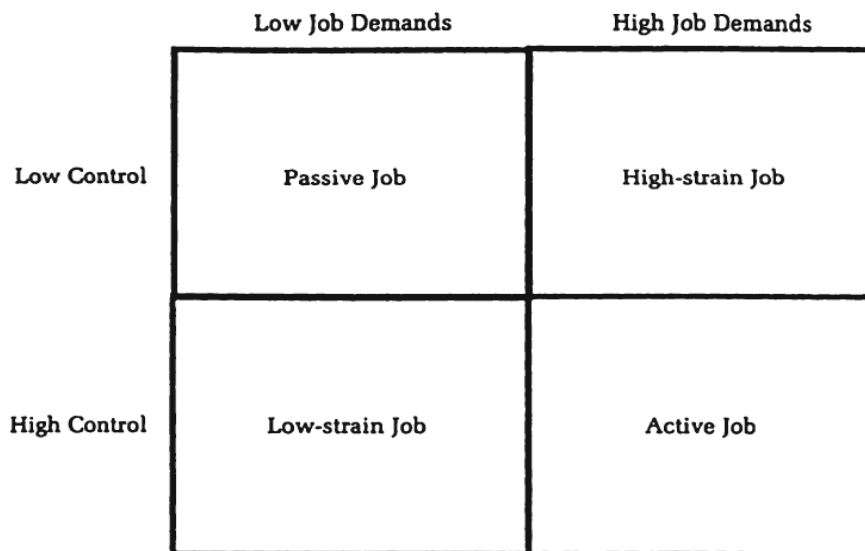


Figure 1.1.5: Demand Control Model (adopted from Dewe, O'Driscoll and Cooper, 2015: 33).

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What can be deduced from this model is that the workload whether it was high or low, is a source of the professional sense of pressure, but it is related to the autonomy of decision-making which facilitates the worker's performance. If he has an important margin of independence in decision-making this may reduce the workload and the work stress.

C. Job Characteristics Model

The job characteristics model is proposed by Hackman and Oldham (1980). This model suggests the positive relationships between job characteristics and the work outcomes, it seeks to define the basic job characteristics that contribute in enhancing the employees' internal motivation and what are the consequences of these characteristics (Özbağ and Ceyhun, 2014). Furthermore, Hackman and Oldham include five main dimensions (cited Özbağ and Ceyhun, 2014: 04) these are:

- **Skill variety:** which means the extent to which the worker uses various skills in the job;
- **Task significance:** it reflects the extent to which job performance affects other people in the organization;
- **Task identity:** it indicates the amount of work done by the worker in the job;
- **Autonomy:** encompasses the responsibility and defined as the degree to which the job provides substantial freedom, independence, and wisdom to the individual in scheduling the work and in determining the procedures to be used in carrying it out;
- **Feedback:** The image reflected in the performance of the worker for his functions, whether it was bad or good.

These characteristics are proposed to lead to 'critical psychological states' of experienced meaningfulness, and experienced responsibility and knowledge of outcomes. Therefore, any imbalance in these characteristics or the way they perform on the organization will negatively impact the behavior of the employees and thus will be a major reason for increasing the work stress. The following figure reviews the model submitted by Hackman and Oldham in (1980) (cited in Robbins & Judye, 2013: 262):

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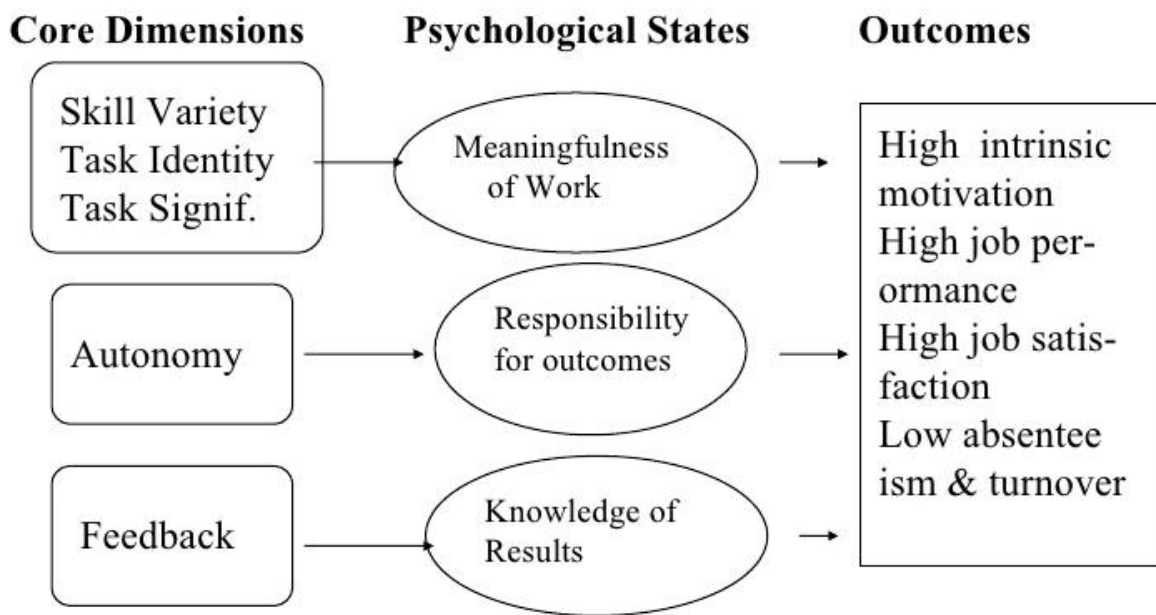


Figure 1.1.6: Job Characteristics Model (adapted Robbins & Judge, 2013, 262).

It is noted that the first three dimensions (skill variety, task identity and task importance) are what create a sense of work. Autonomy provides a sense of responsibility to the work done, and through feedback, the worker will feel the actual results of the work. The figure also shows that the fundamental factors of the job characteristics will be reflected on the outputs of the workers by improving their motivation and increase the quality of performance and also reduce absenteeism and stress.

1.1.5 Results and Effects of Work Stress

Different levels of work pressure have a range of effects and consequences on both the individual and the organization, there are many symptoms that may appear as a result of stress. These symptoms may be positive or negative. Many researchers and authors have limited their studies to mention only the negative aspects however, paying attention to the two groups are important (بن عدة محمد, 2018):

A. Positive effects:

a) On the individual:

بن عدة محمد (2018) mention that the pressures of the work have positive effects on the individual which are desirable when they are moderate in terms of level such as: duration and repetition, these effects can be summarized in the following headings:

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- Working pressure may stimulate workers to do the best job performance;
- The presence of labor pressure may increase the individual's sense of challenge, which can lead to the development of the individual's knowledge and motivation when doing the work;
- May lead to an increase in the scientific skills of workers and raise their competencies in the performance of the work entrusted to them;
- The fear of failure as a result of work pressures may lead to a greater concentration of the individual in the work and results, leading to a sense of accomplishment and the ability to return to the normal mental state when confronted with unpleasant experience and overcoming the pressures of work;
- Raising morale and trust among employees and raising the level of satisfaction.

b) On the organization

When pressures are in the moderate level, this can contribute to the achievement of the organization's objectives; the examples below are of the positive effects of work related-stress on the organization:

- **Strengthening the social relations in the Organization:** because the labor pressures require solidarity and sustained joint cooperation between the various human resources in the organization in order to minimize the negative effects of labor pressures.
- **Discovering outstanding competencies within the organization:** they refer to those competencies that can be adapted to different situations especially when dealing with work pressures and challenges in the work.
- **Solve problems that prevent individuals from performing their tasks effectively:** during the stress of high work pressures, the person may encounter a number of problems that may limit the effective performance of the Organization's daily activities therefore, it become of great necessary to solve them.
- **Development of formal and informal communication among the different individuals in the organization:** Dealing with work pressures requires an increase in communication channels as well as their effective use.

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➤ **Increase the sense of job satisfaction such as confidence of individuals:**

Which is reflected positively on the organization, where there is stability in the work and prevail in the outstanding performance.

B. Negative Effects

The effects of work stress take multiple images on the individual and on the organization; they may be behavioral, psychological, physical or behavioral and it may be comprehensive if the individual is exposed to high levels of pressure. Since the human resource is the most important and the most valuable elements in the organization, any defect that may be caused by the pressure of work will be directly reflected on the performance of the organization. This will carry different forms of expensive costs which may weaken its competitive position. The most important negative effects of work related stress can be at the level of the individual and the organization:

a) On the Individual Level

The presence of stress can be split up into three different categories notably: Physiological, Psychological and Behavioral. Those effects will be described as follows (Islam *et al.*; 2012):

i. The Physiological Effects

The impacts of increased pressure on the employees extend to cause some adverse effects on his health and physical safety. The most important diseases that the individual can suffer from are as listed below:

- Perspiration;
- Eating disorders;
- Irritability;
- Headaches;
- Illness;
- Insomnia and nervous tone of voice;
- Tiredness and tiring easily;
- Increased heartbeat and blood pressure;
- Tense, muscle ache and pain;
- Trembling;
- Nervous ticks;
- Sleeping problems.

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ii. The Psychological Effects

The psychological effects of long-term pressure can limit the ability of an individual to perform his or her work in a good way. These are examples of the negative psychological effects of working pressure:

- Moodiness;
- Anxiety;
- Agitation, inability to relax;
- Overestimation of danger;
- Fear and tension;
- Memory problems;
- Depression;
- Inability or difficulty concentrating;
- Dissatisfactions;
- Panicky;
- Feeling overwhelmed;
- Poor judgment;
- Constant worrying;
- Underestimation of ability to cope.

iii. The Behavioral Effects:

One of the effects of an individual's sense of increasing stress is that some changes occur in his or her familiar habits and patterns of behavior. These changes tend to be worse and have adverse effects both in the short and long terms. Among these changes we cite these instances:

- Impulsive behavior;
- Depression/Isolation;
- Speech problems;
- Lower energy levels/sleeplessness;
- Crying for no apparent reason;
- Sleeping too much or too little;
- Change in personality;
- Grinding of teeth;

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- Irritable/Aggressive;
- Increasing smoking and use of drugs and alcohol;
- Loss of appetite or over eating;
- Burnout;
- Nervous habits (nail biting, pacing);
- Increased errors;
- less productivity;
- Absenteeism;
- Lack of concentration/ability to think rationally;
- Reduced self-esteem.

b) On the organization Level

The negative impacts of organization's work pressures can be summarized as follows
(بن عدة محمد, 2018) :

- Increase in financial costs, cost of delayed work, absence and discontinuation of employment, hiring of new workers, operation of additional workers, breakdown and repair of machinery, cost of materials lost during work. (Studies have shown that between 50% and 60% of total lost work days are associated with stress at work
- The high turnover due to the flight of human resources from the organization to other organizations where the pressure of work is lower and lighter;
- The high rate of absence from work as well as delays;
- A decline in morale and low level of job satisfaction, which causes lack of love of work and weakness of loyalty and belonging to the organization by its human resources;
- Reduction in production efficiency and organizational effectiveness;
- The low level of satisfaction among the organization's customers, and the possibility of losing part of them due to abuse by employees;
- Non-cooperative trends emerge.

The figure below is an attempt to sum up the effects of work-related stress on both individual and organization:

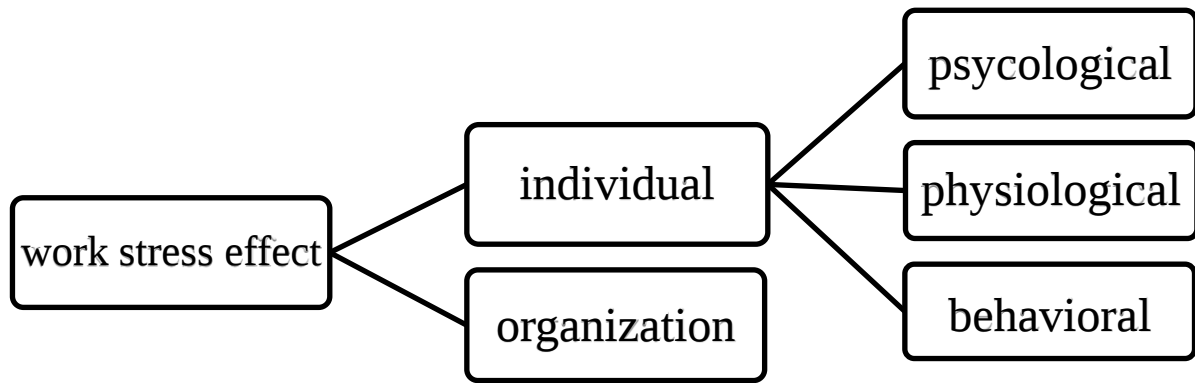


Figure 1.1.7: Work Stress Effects

1.1.6 Methods and Strategies to Deal with Work Stress

Since stress is a feature of modern times, and it is the result of the interactions of complex elements of life that cannot be ignored. There is a general consensus among researchers that workplace stress is manageable and preventable (Aftab et al, 2015). However, methods of managing the work related stress have been expressed differently, they are divided into management strategies on both at the level of individual and the organization, and there are those presented on the basis of three preventive stages. The reviews of these divisions are presented below:

A. Individual and organization strategies to deal with work stress:

Murphy's study (1962) was one of the first studies on the methods of coping with stress since the last four decades who used the term stress management, to refer to the methods used by the individual in dealing with threatened situations in order to control (Lazarus, 1984: 14). DeFrank and Cooper (1987), additionally, he classifies stress management programs into two levels of intervention at both the individual, and at the group or organizational levels (Usha, Jaya, 2002: 115). The employment of strategies for the management of stress at each level, on its own, is likely to be less effective (Advisory Leaflet Managing Stress in The Workplace, 2013: 4):

- a) **Strategies at the individual level:** The human being can avoid the pressures of the job and treat it in many ways and methods, the most important ones are:

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- **Recognition of warning signs of excessive stress at work:** In order to be able to manage stress, one has to be able to recognize warning signs and symptoms of stress which might include feeling anxious, irritable, or depressed; Inability to concentrate...and so on (Hon. Soodesh S. Callichurn, 2016: 8).
- **Meditation:** In which the muscles and autonomic nervous system are relaxed, the mind is discharged (relaxed mental state). This is by moving away from thinking about the outside world that may cause pressure; the individual echoes a peaceful phrase or focuses on a mental image in a quiet location (Usha & Jaya, 2002). There are many ways to meditate on reading Qur'an Gracious, and Tasbeeh. According to Usha and Jaya (2002), meditation has three main types which are:
 - a. **Mantra Meditation:** Mantra meditation deals with sounds and phrases.
 - b. **Yantra Meditation:** During practicing Yantra meditation, the individual needs to adopt a visual image (such as a candle or an abstract shape) to exterminate distracting thoughts from the mind.
 - c. **Transcendental Meditation (TM):** Transcendental meditation (TM) is a type of meditation with religious overtones.
- **Relaxation:** The relaxation of the mind is done only through the general relaxation of the body; this means that the individual is aware that mental comfort and it is something results from the rest of the body (Usha & Jaya, 2002).
- **Time-management:** time-management principles can help individuals to cope better with tensions created by job demands. A few of the best-known time-management principles are: (1) making daily lists of activities to be accomplished, (2) prioritizing activities by importance and urgency, (3) scheduling activities according to the priorities set, (4) knowing your daily cycle and handling the most demanding parts of your job when you are most alert and productive, and (5) avoiding electronic distractions like frequently checking e-mail, which can limit attention and reduce efficiency (Robbins & Judge, 2013: 603).

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- **Physical exercises:** Specialists believe in a sense of comfort after exercise, because it frees muscles from stress, increases blood vessel capacity, and reduces the deposition of chemicals that lead to atherosclerosis, which is the biggest factor behind heart attacks. Fitness experts consider that practicing physical activity on a regular basis is one of the easiest and most useful ways to get positive changes in the life of the individual and enable the body to deal effectively with stressful situations (Salmon, 2001).
 - **Social support network:** By encouraging the individual to join the various groups and to strengthen friendship, this may include his relation with people both inside and outside the work. This latter may provide social support (Robbins & Judge, 2013).
 - **Biofeedback:** This method involves the use of electronic devices to train the individual and increase his awareness of any change in the body, in the light of how the individual behaves in a certain way in order to try to control these changes (Dursun, 2015).
- b) **Strategies at the organizational level:** Robbins and Judge (2013) mentioned the organizational strategies to cope with stress as follows:
- **Goal-setting:** Defining the objectives of the organization helps greatly in motivating the workers and improving their performance by reducing the pressures of ambiguity of the role of the job so that the worker is fully aware of the duties.
 - **Redesigning jobs:** Redesigning functions is a sophisticated way of analyzing and improving the job structure in order to increase the motivation of the individual by modifying the dimensions of the job to balance the needs and motivation of the individual and the structure of the job. The functions should be designed to help detect elements such as low and overloaded workload and role ambiguity.
 - **Increase the employee's involvement:** Whether at the level of the department or at the level of the Organization, when individuals are engaged in meetings and committees and in the development of policies that determine the course of work and its goals, they feel important and get rid of frustration.

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- **Organizational communication:** Communication channels within the organization need to be examined to ensure their effective operations. Relevant information should be shared with employees to reduce uncertainty. Establish methods for safe, confidential communication with feedback loops. Employees should be able to ask questions and get answers (Advisory Leaflet, Anguilla Public Service, 2016).
- **Wellness programs:** These typically provide workshops to help people quit smoking, control alcohol use, lose weight, eat better, and develop a regular exercise program; they focus on the employee's total physical and mental condition.
- **Participatory management:** it is an effective way to manage people in the organization as well as to relieve the pressure of individuals, as it integrates the ideas and attitudes of individuals and groups into the organization's decision-making process.

B. The three preventives stages of work stress:

Sharon Glazer and Cong Liu (2017) show that the organizations cannot ignore the phenomenon of the stress that arises especially at the stage of development. In order to reduce and remedy this negative phenomenon. There are several possible strategies for intervention. This can be achieved at three preventive levels which are (Glazer & Liu, 2017):

a) Primary Interventions (Preventative Stress Management): This stage emphasizes the intervention of the organization through the use of preventive strategies to reduce occupational stress. Before individuals begin to recognize work-related stressors, organizations participate in stress prevention strategies (eg, providing: computers, printers, office space, job role information and regulatory reporting structures). Researchers and practitioners have identified several preventative stress management strategies that may be implemented such as:

- Planning and Time Management;
- Person-Organization Fit;
- Job Redesign;
- Participatory Action Research Interventions;

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- Physical Setting.

b) Secondary Interventions: also referred to as coping, focus on resources people can use to mitigate the risk of work-related illness or workplace injury. Secondary interventions help a person detect and attend to stressors and identify resources for and ways of mitigating job strains. Secondary interventions help employees become aware of the psychological, physical, and behavioral responses that may occur from the stressors presented in their working environment. And of the most important of these individual methods to face professional pressures, we may find:

- Problem-Focused Coping;
- Emotion-Focused Coping;
- Comparing Coping Strategies across Cultures ;
- Social Support ;
- Meaningfulness and Resilience.

c) Tertiary Interventions (Stress Management): It is about assistance programs geared to the treatment of stress-induced diseases in order to reduce the severity of their exacerbation. This level is the phase of intervention of the work medicine that comes after the failure of the previous levels of prevention (first and secondary). Moreover, if we want to focus on the perspective of effectiveness, interventions at the organizational level are effective at the individual and organizational levels, but interventions at the individual level have been effective only at the individual level. Strategies adopted at this stage include:

- Individual-Focused Stress Management ;
- Organization-Focused Stress Management.

1.1.7 Work Stress in Emergency Department

The constant and rapid changes in the organizations result in the exposure of workers to varying levels of stress and tensions that have psychological and social effects. These negative consequences on the individual are reflected in the work itself, the amount of work, the quality of the role conflict, its ambiguity or the circumstances surrounding the work

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represent the main sources of labour pressure, which can be exposed to the individual in his or her daily working environment.

A hospital as a health -care organization has been defined in varied terms as an institution involved in preventive, curative/ameliorative, palliative or rehabilitative services. However, the definition provided by the World Health Organization (WHO) is quite exhaustive and exclusive, in which a hospital is defined as “*an integral part of the medical and social organization which is to provide for the population complete health care, both curative and preventive; and whose out-patient services reach out into the family in its home environment. The hospital is also a centre for the training of health workers and for bio-social research*” (Sekhar, 2008: 60). In the same line of thought, NC Da (2011: 02) defines hospital as:

... a social organization and logical combination of the activities of a number of persons with deferent levels of knowledge and skills for achieving common goals of patient care through a hierarchy of authority and responsibilities.

Similarly, the term 'hospital', according to Finch (1994: 01), means any institution maintained for the reception, care and treatment of those in need of medical, surgical or dental attention, being an institution which is not carried on for private gain.

In hospital settings, studies have indicated that long work hours, high work intensity and lack of role clarity are associated with anxiety and depression amongst doctors and nurses (Basu, 2016). The Medical emergency unit is the main façade of any health institution because of its important role in receiving and caring for patients. The medical team at the unit level will take care of the patients coming to the interest and look after them as the priority is for urgent cases such as traffic accidents, burns, fractures..... Etc. Patients are under medical care until the doctor decides each of his or her condition to stay in the unit or to be directed to the public hospital institution.

Emergency departments play a critical role in responding to medical emergencies. The Department of Emergency is the beating heart of the hospital and the first destination for all patients (Goodarzi *et al*, 2015) which makes this unit a focus of work pressure due to its physical environment which is characterized by high intensity of pressure. This stressful environment can be explained by difficult work conditions including significant workload and psychological demands, lack of resources, and poor support (Bragard *et al*, 2015: 01)

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The staff working in emergency department especially physicians and nurses are encountered with unpredictable events and specific stressors, such as trauma, violence, acute life-threatening conditions, sudden death and overcrowding (Yuwanich, 2011). This group of employees faces higher levels of stress than their hospital colleagues (Basu *et al*, 2016). The emergency physicians and nurses must be prepared to manage and process whatever occurs on a shift. This includes the potential of exposure to death, serious illness, trauma and suffering, often with no clear solution to the problems they face. This work environment can lead to emotional disruption in the physician, which may have short or long terms effects (Howard *et al*, 2017).

Previous research conducted by Howard *et al*, (2017) shows that doctors and nurses are at high risk of compassion fatigue, secondary trauma and burnout,, and this may alter their behaviors in the workplace or at home.

As it has been noted that the working environment in the department of emergency services is the largest source of professional pressure, but there are other sources of pressure for staff working in the department. About doctors, Dr. Wong (2008) indicates that the sources of stress in medical practitioners vary with the type of medical practice (private vs. public, hospital based vs. community-based) and specialty. There are many potential sources of stress that relate to the job, the organization, the doctor himself/herself, work-life balance and relationships with other people. She summarized those sources as follows:

Sources of stress for medical practitioners	Examples
The job	➤ Workload; ➤ Time pressure; ➤ Administrative duties; ➤ Sleep deprivation; ➤ No regular meals; ➤ Threat of malpractice suits;
The organization	➤ Career structure; ➤ Career uncertainties; ➤ Inadequacy of resources and staff; ➤ Lack of senior support ; ➤ Culture and climate of the organization.
The doctor	➤ Personality (e.g. perfectionistic, Type

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	A); ➤ High demands on self and others; ➤ Dealing with death and dying; ➤ Confrontation with emotional and physical suffering.
Relationship with other people	➤ Staff conflicts; ➤ Bullying; ➤ Professional isolation; ➤ Patient's expectations and demands; ➤ Level of support from friends and family.
Work-life unbalance	➤ Stress over-spill from work to home and vice versa; ➤ Lack of exercise and other leisure activities; ➤ Lack of free time; ➤ Home demands; ➤ Disruptions to social life.

Table 1.1.2: Sources of Stress for Medical Practitioners (adopted from GWS Wong, 2008: 9)

In another study carried out by both حيواني & بن زروال 2016 showed that most doctors working in the hospital suffer from high professional pressure, especially the doctors of the emergency department, the researchers explain that the pressures are high whenever the years of experience are few. This means that these pressures diminish as the years of work increase. This is due to the increasing social support that increases with the experience of the individual. Over time, the individual creates relationships with his colleagues. Good interpersonal relationships are a major factor in individual and organizational health.

Among the sources of pressure that are affected by doctors are those related to the decision-making process, which is the result that their work needs to be renewed because their profession requires updating information in order to keep up with the development and thus raise the competence of the interested leading to creativity in the work. With regard to

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psychological requirements, the first source is the speed in the performance of their work, because this latter is characterized by a kind of rigidity and seriousness and work a lot when compared to the time necessary to perform which is not enough. In addition to the great power needed to focus on their work which is characterized by continuity, mobility and non-postponement, as this is the nature of doctors' work in which the error costs a lot.

As for the nurses who work in the emergency department, they see that their supervisors do not care about those under their supervision. They do not take their words into account, they act aggressively, they do not encourage collective action and they block their work.

All these pressures can be managed in order to reduce their severity and impact on emergency workers, especially doctors and nurses. Scott (2018) mention that there are several things that can be done to maintain a less stressed existence, to build resilience, and to manage stress more easily without leaving the profession such as:

- Minimizing stressors where you can ;
- Finding a supportive network ;
- Engaging with patients collaboratively ;
- Accepting that mistakes will be made ;
- Practicing extreme self-care ;
- Practicing meditation.

Doctors experience high levels of stress and may have fewer support resources in place. This is why meditation, social support, and other aspects of stress management are of paramount importance to them.

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1.1.8 Section Conclusion

In this present study, we find that work pressures occur as a result of the interaction between the personality of the individual and the different stimuli, both inside and outside the organization, which can have an impact on the individual that automatically affects the performance of the organization as a whole. These impacts are not all negative but can be also positive. This depends, of course, on the levels of stress the individual is subjected to, as well as the length and duration of the recurrence.

It has also become clear to us that the negative effects of work pressures can be minimized or avoided by individual approaches to certain methods, as well as the means and methods that the organization can provide for, which means the integration of roles to relieve stress.

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Section Two: Employee's Performance

Preface:

The Foundation has many resources to improve performance, including human resources, which are one of the cornerstones of the organization's growth and progress. Human resources management is an indication of the importance of the human resources system and its essential role in raising the level of performance of the organization.

The quality of compliance between individuals and the functions they perform has a significant impact on performance. On this basis, the process of measuring and evaluating performance is one of the important actions exercised by human resources. Through evaluation and measurement, the organization is able to judge the accuracy of policies and programs, Training, development and follow-up of their human resources. It is also in order to achieve satisfaction among the workers and their psychological stability and their full confidence in management and their keenness to achieve their objectives where the efficiency of the performance of any organization and in any sector depends on the efficiency of the performance of human resources. The function of evaluating employees' performance has been developed over time to become specialized rules supervised by specialized personnel. It is an important process for all levels in the organization to start from the senior management and finish with the workers in production units.

In this section, we will address the definition of the employee's performance and then review its dimensions and types in addition to the process of evaluating the performance and in the end the ways to improve performance within the organization.

1.2.1 The Concept of Performance and Employee's Performance

If we see the history of the word Performance, we will find that the term has been used in many fields due to the metaphorical hints it contained. In the early 20th century, it was used to provide numerical indicators that characterize machine capabilities and express the performance of the machine by reference to the proposed goals. And also used in the field of sports on the basis that the sport is based on "continuous search performance" (Mirela & Monica, 2013). In the other hand, If we are going to consider the linguistic form of the word,

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the oxford English dictionary takes performance to be as how well or badly you do something or how well or badly something works, it is also defined as the act or process of performing a task, an action, etc. while the verb perform means to work or function well or badly (Ghalem et al, 2016).

Through the literature, scholars continuously insist that no standardized or uniform definition of performance exists, it is not expected to understand the term performance directly once mentioned when we say: performance measurement or performance management or performance evaluation and even the performance of the workers are all different concepts of each other so it is usually seen the variation in the secondary term and not in the term performance itself (Folan et al, 2015).

Employee performance plays an important role in the performance of the organization, Güngör (2011) defines it as the implementation of the employee or non-implementation of the work and responsibilities assigned to him by the organization, and mean the results achieved by the employee in the organization. Performance of employees could include: quantity of output, quality of output, timeliness of output, presence at work, cooperativeness.

Pradhan & Jena in (2016) mention that the term “employee performance” signifies individual's work achievement after exerting required effort on the job which is associated through getting a meaningful work, engaged profile, and compassionate colleagues/employers around.

Nyayu in (2017) define the employee performance as the level of success of employees in carrying out their duties and responsibilities. Employee performance is generally influenced by two factors, namely internal and external factors (Ismail, 2006). Internal factors are factors that come from within the employees, which include job satisfaction and organizational commitment. While external factors are factors that come from outside the self-employee, which includes leadership, safety and safety, and organizational culture.

Based on the above discussion, we can provide a definition of the workers' performance which is all that is issued by the worker while doing his job, from the degree of investigation and completion of the tasks and responsibilities of the job he occupies. It is estimated through the results obtained from:

- Quantity and quality of production;
- Speed and accuracy at work.

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1.2.2 Job Performance Types

Performance as other organizational phenomena that can be classified and divided into many types; Performance can be divided into types according to either the source standard or the universal standard.

- **The source standard:** According to this standard, performance can be divided into two types, namely internal performance and external performance:

a) **Internal performance:** This type of performance is called the performance of the unit, which is the product of the enterprise's own resources, which results mainly from:

- **Human performance:** It is the performance of the members of the organization, which can be considered as a strategic resource capable of creating an added value and achieve competitive advantage through the management of their skills.
- **Technical performance:** The ability of the institution to use its investment effectively.
- **Financial performance:** The effective development and use of financial instruments.

b) **External performance:** It is the performance resulting from the variables that occur in the external environment, the organization does not cause its events, but the external environment is the one that generates it, as this type generally appears in the good results obtained by the organization such as the augmentation of sale price, and all these changes are reflected in the performance whether in the affirmative or in a negative way. This type of performance also requires the organization to analyze its results, which is important if it is related to quantitative variables where they can be measured and identified.

- **The universal standard :** According to this standard, performance can be divided into two types, namely overall performance and partial performance:

a) **Overall performance:** this type call for the combination of all the elements that contribute in its achievement. In this type of performance, it is possible to talk about the extent and the way in which the organization reaches its overall

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objectives such as continuity and comprehensiveness, profit and growth, and the performance in the organization is the result of the integration and interaction of its subsystems.

- b) **Partial performance:** Partial performance is achieved at the level of the organization's subsystems, and in turn it is divided into several different types according to the standard adopted to evaluate the elements of the organization, which can be divided according to the functional criterion to the performance of financial function, performance of the personnel function, performance of the configuration function, performance of the configuration function, Production, performance and marketing function ... etc.

1.2.3 Job Performance Dimensions

In the organizational context, Robbins & Judge (2015: 555) state that in the past, most organizations assessed only how well employees performed the tasks listed on a job description, but today's less hierarchical and more service-oriented organizations require more. Koopmans *et al* (2013) mention that recently, a heuristic framework of employees work performance is proposed in a multi-disciplinary, in which employees work performance consisted of four broad and generic dimensions: 1) task performance, 2) contextual performance, 3) adaptive performance, 4) counterproductive work behavior.

Below, each dimension will be explained separately:

1. **Task performance:** Koopmans *et al* (2011) state that almost all frameworks mentioned task performance as an important dimension of individual work performance. Task performance can be defined as the proficiency (i.e., competency) with which one performs central job tasks, other labels sometimes used for task performance are job-specific task proficiency, technical proficiency, or in-role performance. It includes, for example, work quantity, and job knowledge. Of course, what constitutes core job tasks can differ from one job to another. In contrast to generic frameworks, job-specific frameworks often use multiple, specific dimensions to describe task performance. Robbins & Judge (2015: 555) define task performance as Performing the duties and responsibilities that contribute to the production of a good or service or to administrative tasks. This includes most of the tasks in a

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conventional job description. Moreover, task performance in itself can be described as a multi-dimensional construct. Campbell (1990) proposes a hierarchical model of eight performance factors. Among these eight factors, five refer to task performance: (1) job-specific task proficiency; (2) non-job-specific task proficiency; (3) written and oral communication proficiency; (4) supervision, in case of leadership position; and partly (5) management/administration (Sonnentag et al: 427-447).

2. Contextual performance: The definitions of contextual performance build on research in the areas of prosocial organizational behavior, extra role behavior, and organizational citizenship behavior (Griffin et al, 2001). Borman and Motowidlo (1993) define contextual performance as behaviors associated with interactions with coworkers, supervisors, or customers, as well as with behaviors that demonstrate self-discipline, persistence, and willingness to exert efforts (Scotter et al, 2000). Robbins & Judge (2015: 555) call contextual performance “Citizenship” and define it as an action that contributes to the psychological environment of the organization, such as helping others when not required, supporting organizational objectives, treating co-workers with respect, making constructive suggestions, and saying positive things about the workplace. Borman and Motowidlo (1993), on the other hand, enumerate five categories of contextual performance: (1) volunteering for activities beyond a person's formal job requirements; (2) persistence of enthusiasm and application when needed to complete important task requirements; (3) assistance to others; (4) following rules and prescribed procedures even when it is inconvenient; and (5) openly defending organization objectives (Sonnentag et al: 427-447).

3. Adaptive performance: Organizational agents, employees and managers alike, need to attune to changes at work and adjust their behaviors accordingly due to uncertainty in organizational environments. Adaptive performance is considered as a separate dimension from task and contextual performance, although successfully performing adaptive behaviors may contribute to both task and contextual performance (Huang *et al*, 2013). Jundt *et al* (2015) identify a number of common themes across various conceptualizations of adaptive performance which are:

- **First**, virtually all conceptualizations consider adaptive performance to occur in connection with externally induced changes ;

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- **Second**, adaptive performance is often discussed as a set of behaviors aimed at maintaining performance levels or minimizing performance decrements as a result of change;
- **Third**, adaptive performance can have both anticipatory (i.e., learning and applying new behaviors and strategies in anticipation of a change) and reactive elements (i.e., learning and applying new behaviors and strategies in response to an unanticipated change where an associated performance decrement may have already occurred);
- **Finally**, changes on the job may occur to tasks that require primarily cognitive/skill-based adaptation.

Jundt *et al* (2015) define adaptive performance as task-performance-directed behaviors that individuals act in response to or anticipation of changes relevant to job-related tasks. For the purposes of this definition, we consider task-relevant changes to include changes in the nature of job-related tasks, the methods (both individual and interpersonal) for accomplishing tasks, and the ways that effectiveness is evaluated (Jundt *et al*, 2015: S53–S71).

4. **Counterproductive work behavior:** Counterproductive work behavior is any intentional unacceptable behavior that has the potential to have negative consequences to an organization and the staff members within that organization. These behaviors include acts such as theft, calling in sick when you are not sick, fraud, sexual harassment, violence, drug and alcohol use, and inappropriate use of the internet. Counterproductive behaviors can range in severity from minor offences such as stealing a pen to serious offences such as embezzling millions from an organization. They can occur at either the interpersonal level or at an organizational level. Counterproductive behaviors at the interpersonal level are behaviors that affect the employees within the organization and include acts such as favoritism, gossip, and harassment. At the organizational level, we have behaviors directed towards the organization, these include behaviors such as absenteeism and misuse of the employer's assets. There are many different factors that can lead to counterproductive work behaviors. These range from personal factors to the systems that are in place within the work environment (Christine Yu, 2014).

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1.2.4 Performance Appraisal and Evaluation

A) Performance Appraisal and Evaluation definition:

There are several terms used to indicate the performance evaluation, including the competency assessment system, the efficiency reporting system, the employee evaluation system, etc. It is preferable to use the term performance evaluation as the latter is conducted in collaboration between human resources management and executive managers. The Executive Director evaluates the performance of his / her subordinates in accordance with the official system designed by the Human Resources Department and the results of the evaluation are communicated to the Human Resources Department, which is reviewed and corrected if necessary and retained for use in human resources management decision making.

Performance evaluation is one of the most important and complex management policies. It is important because it is the method that motivates departments to act vigorously and effectively. They are required to constantly monitor and prosecute the performance of their subordinates so that they can evaluate their performance. They also lead the subordinates to work actively and efficiently to show their performance in front of their superiors. On the other , it is complicated because the evaluation of some of the workers is difficult to measure because of the nature of the work which is characterized by intangible productivity, especially those that rely on intellectual and mental energy such as administrative work, research work, supervisors work - Most Professions in the public office - where the basic accreditation in the performance evaluation process are based on the president's direct observations and his personal opinion in some of the characteristics of the worker.

The definitions of performance evaluation have been varied by several researchers in management science. Alo (1999), for instance, defines performance appraisal as “a process involving deliberate stock taking of the success, which an individual or organization has achieved in performing assigned tasks or meeting set goals over a period of time. It therefore shows that performance appraisal practices should be deliberate and not by accident. It calls for serious approach to knowing how the individual is doing in performing his or her tasks” (Obisi, 2011: 92-97).

Atiomo (2000) agrees with Fajana (1997) that performance appraisal is a system which provides organizations with a means of identifying not only what people's performance levels are but which areas those levels need to be improved if maximum use is to be made of human resource.

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According to Atiomo, every organization should ensure that the individual is clearly aware of his functions and responsibilities are to make performance appraisal effective (Obisi, 2011: 92-97).

DeNisi and Pritchard (2006) mention that the term performance appraisal (or performance evaluation) refers to the methods and processes used by organizations to assess the level of performance of their employees. This process usually includes measuring employees' performance and providing them with feedback regarding the level and quality of their performance (Dijk, 2015).

Performance appraisal is a formal and systematic assessment of the performance of employees by managers and directors to understand the labor force regarding abilities to enable development of talent and improvement of company's growth. The appraisals take a systematic approach where supervisors measure employee's remuneration against set targets and plans (Walker, Damanpour, & Devece, 2011).

Adi Bhat (2017) defines performance evaluation as “a formal and productive procedure to measure an employee's work and results based on their job responsibilities. It is used to gauge the amount of value added by an employee in terms of increased business revenue, in comparison to industry standards and overall employee return on investment”.

However, the diversity and plurality of definitions do not reflect disagreement or contradiction, but rather emphasize that the personnel appraisal system is a system designed to determine and assess the efficiency of individuals' work, their duties and the possibilities of taking up higher-level jobs in the future, to obtain the facts and data needed to understand and analyze the performance and effectiveness of its employees.

B) Performance Appraisal and Evaluation methods:

According to Shaout and Yousif (2014) there are many methods that are used in assessing the performance of employees. These methods can be classified into two types: traditional and modern methods they are classified and explained as follows:

a) Traditional Performance Appraisal Methods:

Traditional methods are comparatively older methods of performance appraisal. These methods were past oriented approaches which concentrated only on the past performance. The following are the topical traditional methods that were used in the past (Shaout and Yousif, 2014):

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- **Ranking Method:** or the general ranking method is one of the oldest and simplest methods. It depends on the comparison of the employee with all the other employees. The evaluator ends up in a list of subordinates who arrange a descending order from best to worst. The evaluator considers the overall performance of each employee in order to give him the rank he deserves.
- **Graphic Rating Scales:** This method depends on the identification of a number of qualities or characteristics that enable the individual to raise the level of performance; each individual is evaluated according to the scale of the selected graph and according to the degree to which he possesses these characteristics. The effectiveness of this method is due to the accuracy in the identification of the attributes and characteristics associated with performance
- **Critical Incident Method:** By this method, the evaluator records the behavior that has contributed positively or negatively to the performance of the work, and demonstrates the identification and registration of behaviors by the evaluator and their classification into desired and unwanted behaviors.
- **Narrative Essay:** Detailed reports are written by the direct supervisor describing the strengths and weaknesses of the performance and also describe the skills of individuals and put forward the development and encouragement suggestions.

b) Modern Performance Appraisal Methods:

Modern Methods are formulated to enhance the conventional methods for the purpose of enhancing the shortcomings of the old methods such as biasness and subjectivity. The following presents the typical modern methods (Shaout and Yousif, 2014):

- **Management by Objectives (MBO):** This method involves three basic steps: object formulation, execution process and performance feedback. In this method, there is a meeting for each individual with his boss in order to determine the goals to be accomplished in a given period according to the actual reality of work and effort. After the expiry of the specified period, the

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meeting will be repeated in order to evaluate the results. The basis for the evaluation is the results achieved. The MBO consists of seven components; strategic planning and hierarchy of objects, setting objectives, planning for action, implementation of MBO, control and appraisal, subsystems and organizational and management development.

- **Assessment Center:** This method is used to develop managers and evaluate their performance, since it helps individuals to understand the strengths and weaknesses of their performance and leads them to develop their performances. The basic features and characteristics of the assessment center approach are planning, organizing, human relations, directing thinking, comparing stress and motivation towards work and degree of dependence on others, as well as interaction and communication skills.
- **360 Degree:** Is an assessment of employees' performance by obtaining information about the performance of a particular function of colleagues, managers, direct reports and clients. However, each source has its advantages and disadvantages, and it is not possible to rely on only one source, but it is necessary to rely on all the sources mentioned above. 360 Degree provides people with information about the influence of their action on others.
- **720 Degree:** 720 degree performance appraisal is the latest appraisal method that has been introduced in New Economy companies. Accurately and objectively measuring the performance of an employee is the most difficult part of the Performance appraisal process. 720 degree performance appraisal is an integrated method of performance appraisal where, the performance of an employee is evaluated from 360 degrees (Management, Colleagues, Self and also customers) and timely feedback is given and performance is evaluated again based on the targets that are set. Hence, 720 degree performance appraisal can be stated as twice 360 degree performance appraisal: once when the appraisal is done and the targets are set and the second where the feedback is given and the boss gives tips to achieve the goals. Hence, there is a pre and a post round of feedback (ANUPAMA, 2011: 39-50).

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C) Consequences of performance appraisal:

Haberstroh (1995) he draws two conclusions indicating that "first, performance reporting is omnipresent and necessary so, second, almost every individual instance of performance reporting has something wrong with it". Mohrman, et al (1989) has identified the following as some positive and negative consequences of performance appraisal (Gadzedzo, 2009, P. 13):

a) Some positive results of performance appraisal

- The person whose performance is appraised may develop an increased motivation to perform effectively;
- The self and staff esteem may be increased;
- The job of the person being appraised may be clarified and better defined;
- Valuable communication can take place among the individuals taking part which also include communication between the supervisor and subordinate;
- Encourage increased self-understanding among staff as well as insight into the kind of development activities;
- Rewards such as pay and promotion can be distributed on a fair and credible basis;
- Organizational goals can be made clearer, and they can be more readily accepted;
- Valuable appraisal information can allow the organization to do better manpower planning, test validation, and development of training programmes;
- Better and timely service provision, there is greater citizen satisfaction.
-

b) Some negative results of performance appraisal

- The self-esteem of the person being appraised and the person doing the appraisal may be damaged;

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- Large amount of time any be wasted;
- The relationship among the individuals involved may be permanently worsened thereby creating organizational conflicts;
- Performance motivation may be lowered for many reasons, which includes the feeling that performance measurement means no rewards for performance;
- Money may be wasted on forms, training and a lot of support services.

1.2.5 Factors Effecting Job Performance

Human resources management deals with reaching the highest possible levels of performance, so much effort and time is spent on trying to achieve this through many means. The factors influencing performance are many and multiple, especially when it comes to determining the magnitude of its impact and its intensity on performance. In this context, we will try to tackle the various factors addressed by researchers in their classifications as follows:

A) Working conditions

The inability of the organization to provide a suitable working environment (conditions) for workers leads to poor performance.

According to business dictionary Working conditions refers to “working environment and all existing circumstance affecting labor in the work place, including: job hours, physical aspects, legal rights and responsibility organizational culture work load and training” (Ali Yassin Sheikh Ali *et al*, 2013, pp 67-78).

Gerber et al (1998: 44) define working condition as: “working conditions are created by the interaction of employee with their organizational climate, and includes psychological as well as physical working conditions” Therefore, we adopt the definition of working conditions as follows: “Working conditions refers to the working environment and aspects of an employee's terms and conditions of Employment” (Ali Yassin Sheikh Ali *et al*, 2013: 67-78).

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Scott *et al* (2000) mention that the quality of work depends upon safe and healthy working conditions in determining employee's job behavior. The organizational climate is an important indicator of employee behavior as a combination of social and psychological factors. It is found that working conditions are attached with employees' job involvement and job satisfaction that ultimately leads to better performance of the employees (Malik *et al.*, 2011).

In this context, Vischer (2007) stated that suitable working conditions help to achieve creative practices in the job and offer the possibility of rapid and better learning within the organization, while the unhealthy environment leads to low levels of work performance among the employees of the normal rates, and the points that the organization should be interested in is creating a healthy and suitable work environment such as : the degree of lighting, ventilation, providing occupational health and safety procedures, providing calm to employees by lowering noise levels and caring for cleanliness. Therefore, the inability of the organization to provide a suitable physical environment for employees leaves bad effects, low morale and, consequently, poor production of their performance (Lim *et al.*, 2012).

B) Leadership

Leadership is considered as a complex process because of the diverse problems the leader is facing to. Kurt Lewin and colleagues (White, Lewin & Lippitt, 1939; Lewin, 1948) define three classical styles of leadership in decision making namely autocratic, democratic and laissez-faire (cited in Basit *et al.*, 2017). Gastil (1994) proclaim that democratic leaders believe in group participation and majority rule in the decision making, autocratic leadership style imposes tight control and expects obedience and laissez-faire leadership style has low involvement of activities, leaving matters to their followers and very little involvement in decisions making (cited in Basit *et al.*, 2017).

Leadership has been defined in several ways. Jago (1982), for instance, mentions that leadership is both a process and a property. The process of leadership is the use of non-coercive influence to direct and coordinate the activities of the members of an organized group toward the accomplishment of group objectives. As a property, leadership is the set of qualities or characteristics attributed to those who are perceived to successfully employ such influence. He clarifies this by explaining that leadership is not only some quality or characteristics that one possesses, it can be something that one does. It therefore can describe an act as well as a person. Leadership does not involve the use of force, coercion or

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domination and is not necessarily implied by the use of such titles as manager, supervisor, or superior. In this respect, the definition provides a conceptual distinction between leadership processes and motivational processes, the latter being the more appropriate domain for any discussion of the administration of discretionary rewards and punishments made possible by some formal authority structure. Leadership is therefore distinct from 'supervision' or what might be termed 'headship' (Jago, 1982:315-316).

Bass (1990) define leadership as "an interaction between two or more members of a group that often involves a structuring or restructuring of the situation and the perception and expectations of the members. Leaders are agents of change – persons whose acts affect other people more than other people's acts affect them. Leadership occurs when one group member modifies the motivation or competencies of others in the group...It should be clear that with this broad definition, any member of the group can exhibit some amount of leadership, and the members will vary in the extent to which they do so" (cited in Lyne de Ver, 2009: 4).

Sharma & Jain (2013: 309-318) define leadership as "it is a process by which a person influences others to accomplish an objective and directs the organization in a way that makes it more cohesive and coherent".

Expressing the same idea, Igbaekemen (2014) writes "The art of influencing people so that they will strive willingly towards the achievement of goals".

Based on previous studies the researcher concluded, it can be said that leadership is the ability to influence the behavior of members of the community, to coordinate their efforts and to guide them to achieve the desired goals by means of influence or use of authority to the extent appropriate and only when necessary. From the concept of leadership, we can discern that leadership consists of three main elements, these are:

- A group of individuals working in a particular organization;
- A community leader capable of influencing and directing their behavior;
- A common goal that the community seeks to achieve.

Nanzushi (2015) mention that the developments and changes made by individuals and group are associated with the presence of a leader. Every manager uses a particular leadership style which has a significant impact on employee morale. Consequently, the employee morale will affect their performance. Leadership plays an important role in influencing job performance; lack of good supervision results in lower morale of employees, creating an atmosphere of mistrust and thus affecting staff performance.

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Employee performance is the important block for every organization and the elements on which their performance depend must be analyzed by the organization and their success is not depend on single's effort it's the combined efforts of all employee of the organization. Leaders of all level of the organization put their effort and utmost use of their capabilities which now and then under the administration or without administration. And it must be agreed that the work is the responsibility of the worker, that is, he is the first responsible for ending his work in good or bad form and that the worker takes into consideration the objectives of the organization rather than his personal goals. In the context of leadership styles and performance, Iqbal N *et al.*, (2015), cite in their journal that elaborate by Myron Rush and Cole (2004) the participative style of leadership has a greater positive effect on employee performance in which situation employee feel power and confidence in doing their job and in making different decisions. And in autocratic style leaders only have the authority to take decisions in which employees' feels inferior in doing jobs and decisions. In democratic style employee have to some extent discretionary power to do work so their performance is better than in autocratic style (cited in Birhane, 2016, P. 16).

C) Motivation

Motivation is important for man and is the essence of his ability to succeed. Since the goal of the administration or organization is to accomplish tasks through others, then others must have the capacity and motivation to accomplish those tasks. In the workplace today, it is no longer useful to resort to old methods to motivate employees. The ultimate management model is no longer effective under the new concept of collective action. Motivation is not a fixed personality trait, but it changes according to the changing situation.

Deci *et al.* (1999) state "Intrinsic motivation energizes and sustains activities through the spontaneous satisfactions inherent in effective volitional action. It is manifested in behaviors such as play, exploration, and challenge seeking that people often do for external rewards" (p. 658).

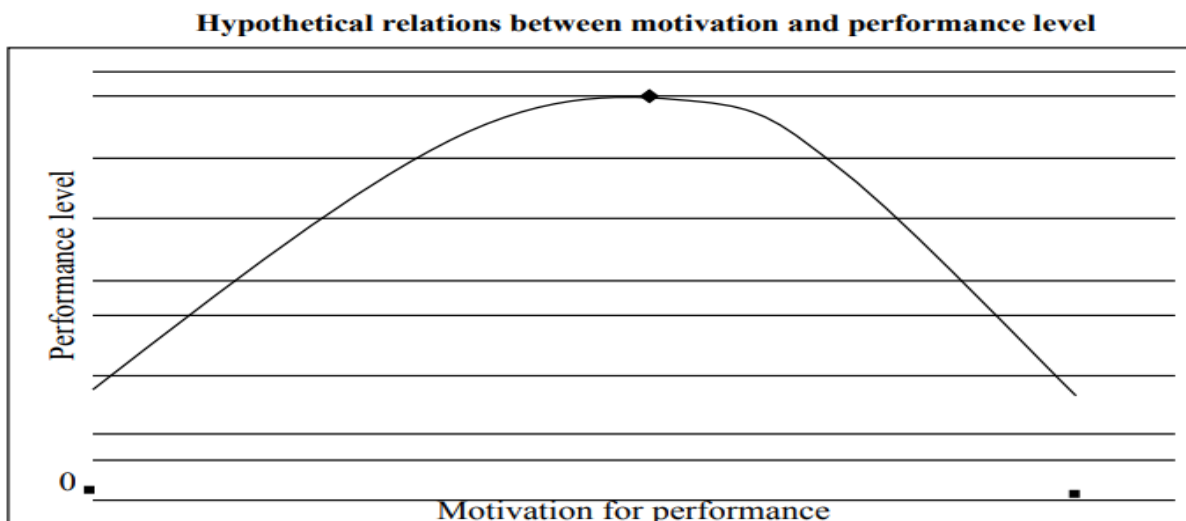
Broussard and Garrison (2004) define motivation as "the attribute that moves us to do or not to do something" (p. 106).

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Duică (2008) define motivation as all internal and external driving forces that make the individual to perform an activity, what determines the limits and forms of activity and which give it its activities oriented towards achieving certain goals (P. 142).

Similarly, Nabi et al. (2017) agree on the fact that motivation as “a human psychological characteristic that contributes to a person's degree of commitment. Motivation refers to the resolution of achieving a goal, marked by a goal directed behavior” (P. 2).

In a study carried out by Deci & Gagne in (2005) to see if there is a correlation between worker performance and motivation where the results show that there is a correlation between performance and motivation. However, motivation and performance cannot be treated as equivalent phenomena. Effective realization of a task is not only of motivation, but also other factor. The picture that emerged from his studies has suggested that even if people are motivated cannot perform better, if they do not possess the required skills. Motivation and skills are equally important. It used existing data and indications described the relationship between motivation and performance as a function inverted U (ROBESCU & IANCU, 2016).



**Figure 1.2.1: Hypothetical Relations between Motivation and Performance Level
(ROBESCU & IANCU, 2016: 53)**

In other words, the performance is not achieved, when the level of motivation is increasing. The highest level of motivation does not result in the highest performance, especially when the task is difficult. In fact, extremely high levels of motivation decrease performance than at a moderate level. This relationship is explained in two ways:

- The first assumed that a high level of motivation reduce cognitive field.

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- Second suggests that people motivated are afraid of failure and this result leads to lower performance.

D) Organizational culture

The individual's performance within the organization is determined by his behaviors. The individual's culture can be explained by the different habits, traditions, customs, values, and the level of education and culture; however, organizational culture may not have the same meaning.

The concept of organizational culture influences important aspects such as performance and commitment emphasizes why organizational culture has become an important part of organizations (NAIK, 2012: 13).

Organizational culture is “a pattern of shared basic assumptions learned by a group as it solves problems of external adaptation and internal integration, which has worked well enough to be considered valid and, therefore, taught to new members as the correct way to perceive, think and feel in relation to these problems” (Schein, 1992: 12).

(2003) Martins and Martins define organizational culture as “a system of shared meaning held by members, distinguishing the organization from other organizations” (P. 380).

According to Arnold (2005: 625) organizational culture refers to “the distinctive norms, beliefs, principles and ways of behaving that combine to give each organization its distinct character”. This concurs with O'Reilly et al's (1991) and Schein's (1992) definitions that identify that the norms, beliefs and assumptions are an essential part of socialization within an organization (NAIK, 2012: 14).

Through the previous definitions, the researcher conclude that the culture of the organization is a set of rules that affects the behavior of individuals within a common work environment, and is intended to assist them in the proper application of their tasks. The culture of the organization can be defined as the moral values of individuals who try to implement a specific system in the organization, which helps them to achieve the required objectives, and are able to develop a set of solutions for the problems encountered during the achievement of the objectives.

Organizational culture is important in determining the individual's commitment, satisfaction and longevity in the organization, as the organizational culture plays an significant role in the daily life of the organizations. The researcher notes that the high level

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of commitment of the employee will inevitably increase his performance. Both the increase of the overall performance of the organization besides that staff satisfaction leads also to the increase productivity and customer satisfaction. Here, previous research indicates that staff commitment and satisfaction are the determinants of employee performance (Keijzers, 2012).

A strong organizational culture supports adaptation and develops organization's employee performance by motivating employees to attain a shared goal and objective; and finally shaping and channeling employees' behavior to that specific direction should be at the top of operational and functional strategies (Daft, 1984). Shared value of employees is one of the basic components of organizational culture (Smit and Cronje, 1992; Hellriegel et al, 1998).

A lot of academics and practitioners argue that the performance of an organization depends on the degree to which the values of the culture are widely shared (Peters and Waterman, 1982). Similarly, it is widely conceived that shared and strongly held values enable management to predict employees' reactions to certain strategic options and by reducing these values, the consequences maybe undesirable (Ogbonna, 1993) (cited in Thao & Hwang, 2015: 4).

The outline of the research has been explained in terms of the factors affecting the employee's performance within organization. There are other factors that will be briefly addressed in the part below:

E) Define the objectives of the Organization: Organizations that operate without clear plans and specific production rates cannot measure the extent to what they achieve, which is in turn reflected in the performance of their staff.

F) Participation of different management levels in planning and decision-making: There is no doubt that the poor participation of different levels of management in planning and decision-making has contributed to creating a gap between senior management and staff, which in turn reflects the performance of the Organization as a whole.

G) Administrative idleness: Administrative idleness is an administrative phenomenon that has a significant impact on the low performance rates of employees. Thus, some researchers define the phenomenon of administrative idleness in the workplace and administrative organizations as the abandonment of employees and their dismissal from performing their duties partially or wholly and not to make the supposed and expected of the effort which leads to low organizational efficiency levels.

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H) Job satisfaction: Low satisfaction is a key factor in low performance rates. And job satisfaction is not limited to material motivations, but is influenced by other factors, including the prevailing organizational climate, where some studies indicate that it is an intermediate variable between satisfaction and job performance. The former is affected by a number of social and economic factors, which is in return reflected in the performance of the individual functions.

1.2.6 Job Performance Improving Methods

Among the most important concepts of the present era is that strong competition and creativity are not only a matter of the use of modern and advanced machines and devices and a reduction of expenses, but also by using the appropriate use of human assets who are: people, employees, workers. The success of any organization is judged by the extent of its interest in the abilities and competencies of its staff and the performance of their work. How to invest human capital... Etc. For this purpose, emphasis should be placed on improving the performance of the worker within the organization.

Nowadays organizations are focusing on the performance of individuals largely because of the importance of the human element to the organization, and the concept of performance management focuses on the collaboration between the director and subordinates in the process of joint planning, monitoring and evaluation of performance so that the staff member can feel its importance as an active component of the organization as well as to work on achieve the goals it is required to accomplish as it becomes an important part of its development. Performance management focuses on the periodic evaluation of workers not for punishment, but rather for correcting the mistakes of workers at work, in order to reduce errors as much as possible so that the organization becomes an efficient and effective organization capable of utilizing all available human resources.

Therefore, the development of manpower in public and private organizations is extremely difficult and it is one of the most important problems facing departments within the administrative organization of any institution. It is therefore necessary for these organizations to use the best training policies that are capable of developing the social, economic and practical life of the working individuals through the development of useful and constructive

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training programs and activities through which individuals develop, increase their practical abilities and develop their skills.

In this context, Armstrong (2006) points out that the performance consists of the ability, motivation and opportunity. In order to improve performance it should be focused on these three elements through:

$$\text{Abilities} \times \text{motivations} \times \text{opportunities} = \text{performance}$$

- **Increasing ability** by recruitment (people will want to join the organization), selection (choosing the right people), learning and developing (people will want to enhance their knowledge and skills).
- **Increasing motivation** by the provision of extrinsic and intrinsic rewards;
- **Increasing opportunity** by providing people with the opportunity to use, practice and develop their skills.

Armstrong (2006) also pointS out that there are many ways to improve the individual's performance of the workers in the organization, where he mentions the culture of performance, providing leadership, and creating a suitable work environment... Etc. Also, through the development of regulatory practices that increases employees ' commitment and sense of belonging to the workplace. He also notes that performance could be improved through policies and practices designed to increase learning through training, mentoring and self-learning.

Line managers play a pivotal role in this by encouraging discretionary learning and supporting it through coaching and mentoring. Performance management provides a valuable platform for doing this. Essentially, the approach covers seven steps (Michael Armstrong, 2006: 132):

- 1) Select the goal: establish priority areas for action.
- 2) Define expectations: targets and standards.
- 3) Define performance measures: the basis upon which progress to achieving the goal can be monitored.
- 4) Plan the improvement programme.
- 5) Act – implement the improvement programme.

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- 6) Monitor – review progress and analyze feedback to ensure the target or standard is achieved.
- 7) Extend the process – continue the development programme as required.

The biggest challenge for managers is to deal with poorly performing workers. But leaving them is the easiest option, and perhaps the worst slide that managers often get attracted to. Every time we see the overall effectiveness of the organizations deteriorate because of their retention of persons who are undoubtedly unable to carry out the tasks entrusted to them. In order to improve the performance of low performance workers, Armstrong (2006) suggests the following steps:

- 1) Identify and agree the problem
- 2) Establish the reason(s) for the shortfall
- 3) Decide and agree on the action required
- 4) Resource the action
- 5) Monitor and provide feedback

1.2.7 Job Performance and Work Stress

No one can deny the fact that the psychological pressure such as the daily problem with partner or children, sickness, boredom, debts and so on may stop our job during work, simply because there is significant impact on the productivity. In recent years, researchers have become increasingly interested in studying the relationship between work pressure and job performance; various studies on this subject have indicated different results and opinions regarding the nature and pattern of this relationship. According to Kar & Mishra (2016), the relationship between the two variables is limited to four main directions:

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A. Curvilinear/U-shaped:

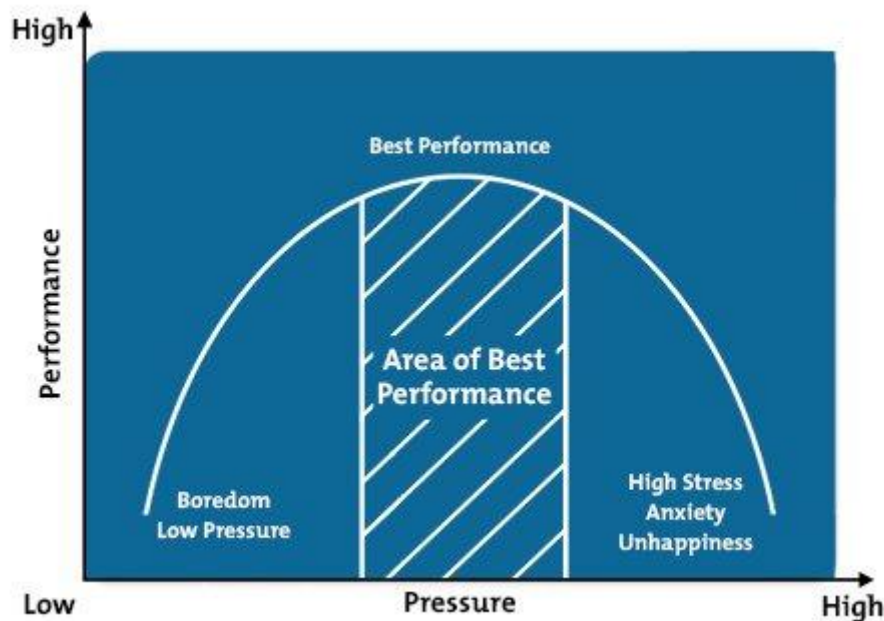


Figure 1.2.2: Curvilinear/U-shaped (Robert Yerkes & John Dodson, 1908)

It is clear from the figure that when an individual is exposed to a low level of labour pressure, he is not activate and therefore does not show any improvement in performance, but if he is exposed to a high level of pressure of work, he loses most of his time in adapting to it, while the remainder of time and effort reduce the amount and quality of performance. At this optimum level of work pressure, any attempt on their part to distance from this level (above-below) will expose them to the negative effects of the large or small amount of work pressures, which will result in a decrease in performance.

B. Negative linear: A negative linear relationship between stress and performance implies that stress is a noxious stimulus, aversive to most individuals. Those facing stress would waste most of their energy in coping with stress. Their performance would be negatively affected. A large body of research is supportive of this hypothesis. This relationship is based on the fact that the hypothesis of work pressures leads to physical and psychological responses that affect the overall level of individual performance and the high levels of pressure of work causes a weak perception of the individual and thus neglect it or forget about some things that directly affect the level of performance. An individual who faces a harmful and malicious work environment

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exhausted his time and effort in an attempt to adjust and control these pressures, as well as the result of the individual following undesirable behavioral patterns such as disruption of production, vandalism or withdrawal of threats and surrender (Shailendra Singh, 2004).

- C. Positive linear:** Some researchers argue that the pressures represent a kind of challenge to human behavior, where labour problems and difficulties are challenges for the individual to adopt constructive patterns of behavior leading to better performance, and this trend assumes that in the case of low pressures, the individual faces no challenges to work. As the level of pressure rises, the challenge for the individual increases and the performance rises (Shailendra Singh, 2004).
- D. No relationship between the stress and performance:** This trend suggests that there is no correlation between work pressures and performance. The owners of this trend (despite their small number) consider that individuals have entered into a psychiatric contract between them and the organizations in which they work (psychological contract), and under this contract they must provide their efforts and perform work efficiently, as well as for the remuneration and benefits they receive. And this contract assumes a kind of sense in individuals that makes them unaffected by the pressures they are exposed to. This contract assumes the ability of individuals to completely separate the work from the personal life of these individuals.

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1.2.8 Section Conclusion

Through our study of this chapter, it is clear to us that job performance is the outcome of an individual's effort to carry out the various activities within the framework of the tasks assigned to him, under certain circumstances, and within the resources available to achieve the objectives of the Organization, as we also found that the performance appraisal is one of the most important functions of the organization because it shows the strengths and weaknesses that surround the performance of employees.

In addition to the above, the factors affecting the performance of the job and in particular the pressures of work were discussed. The nature of the relation between the latter and the job performance was clarified. There was a difference in the views of the researchers regarding this relationship, where there are those who deny it and there is a confirmed by its existence (negative or positive relationship or condition).

Chapter Two: The Empirical Study

Section1: Conceptual Framework of the Study and Data Analysis

2.1.1 Conceptual Framework of the Study

2.1.2 The Characteristics of the Sample Population.

2.1.3 Data Analysis

A. Using SPSS Program Version 20

B. Using Statistica Program Version 8

Section 2: Hypothesis testing and result discussion

2.2.1 Hypothesis Testing

A. Using SPSS Program Version 20

B. Using Statistica Program Version 8

2.2.2 Discussion of the Main Result

2.3 Chapter Conclusion

Chapter Two: Empirical Study

Preface

This chapter is devoted to the empirical study. It was conducted with the staff working in the emergency department of the university hospital center Dr Tidjani Damerdji, Tlemcen. The work is structured as follows:

The first section reviews the field in which the study was carried out as well as its conceptual framework, it also provides the general characteristics of the sample population. Moreover, it presents the analysis of the results by means of two different ways (Using SPSS program version 20 and using Statistica program version 8). The second chapter, on the other hand, will deal with Hypothesis testing and discussion of the result.

Chapter Two: Empirical Study

Section1: Conceptual Framework of the Study and Data Analysis

This first section is devoted to providing a conceptual framework of the study. Thus, a research interest is presented along with an overview of the Emergency Department where the research is taking place.

2.1.1 Conceptual Framework of the Study

I. Area of application and research interest

Despite the importance of the health services sector, it faces a number of problems and obstacles in its different departments. As far as the concern of the study, In the emergency department, the workers live a great deal of work stress with high professional tensions that may result an negative effects on their performance .On this respect, a snapshot of the Emergency Department of the University Hospital Center Dr Tidjani Damerdji, Tlemcen:

The construction of the Tlemcen Civil Hospital began in 1947 and was completed in 1954. It was the colonial hospital of the city. After the independence becomes a sanitary sector for Tlemcen / Sebdou.

In 1986, it was erected as a University Hospital Center by executive decree n° 86.306 in 16 December 1986.

It takes the name of the doctor TIDJANI DAMERDJI, doctor, patriot from the 1st hour, martyr of the Algerian revolution, fallen in the field of honor in April 17, 1957.

The emergency service of UHC (university hospital center) of Tlemcen was inaugurated on 26-06-2014 by the Minister of Health and Population and hospital's reform. The level of the organization of the emergency system and the speed of response and the restructuring of a reception service at the emergency level made it possible to take rapid and equitable decisions regarding the regulation of emergency care. And in order to provide a better presentation for the emergency department, we will address the following points:

A. Emergency Department Staff

The department staff consists of:

Chapter Two: Empirical Study

a. Medical Staff

At the level of the emergency department, a permanent medical team provides a regular activity all along the 24hours, they include:

- 02 professors
- 01 resuscitator
- 03 resident surgeons
- 38 emergency doctors
- 01 psychologist

These doctors form a multidisciplinary team; they work in collaboration with each others. Also, all the specialists are concerned with the intervention while having critical cases.

b. Paramedical staff

The paramedical staff includes 30 public health nurses (or what is used in French as an acronym I.S.P), 34 nursing assistants (A.T.S), who are divided into four teams:

- An eight hour team (08h).
- Three teams of seventeen hours (17h).

c. 02 Pharmacists: Performs many tasks such as:

- Providing medicines according to the needs of the hospital, as well as providing certain types according to the types of sick patients and the types of diseases common around them

d. 02 Coordinators: Among the many tasks performed by the coordinator, we find:

- He does the coordination between the administration and the department.
- Organizing therapeutic services and ensuring the patient's reception and comfort and monitoring the work of paramedical and medical teams.
- Ensuring the rational use of pharmaceuticals and medical supplies and equipment, maintenance and its preservation

e. 01 Medical Assistant: In hospitals, medical assistants specialize in any administrative or clinical work (patient care)

f. 10 Administrators: Perform all administrative tasks for patients.

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- g. **5 Security agents:** Their main task is to maintain the security and safety of all those are at the level of the department.
- h. **10 Clean Worker:** Ensure the cleanliness of the location.

B. The Organizational Structure of the Emergency Department

The emergency department has 4 units which operate permanently 24 hours / 24 hours, holidays and weekends

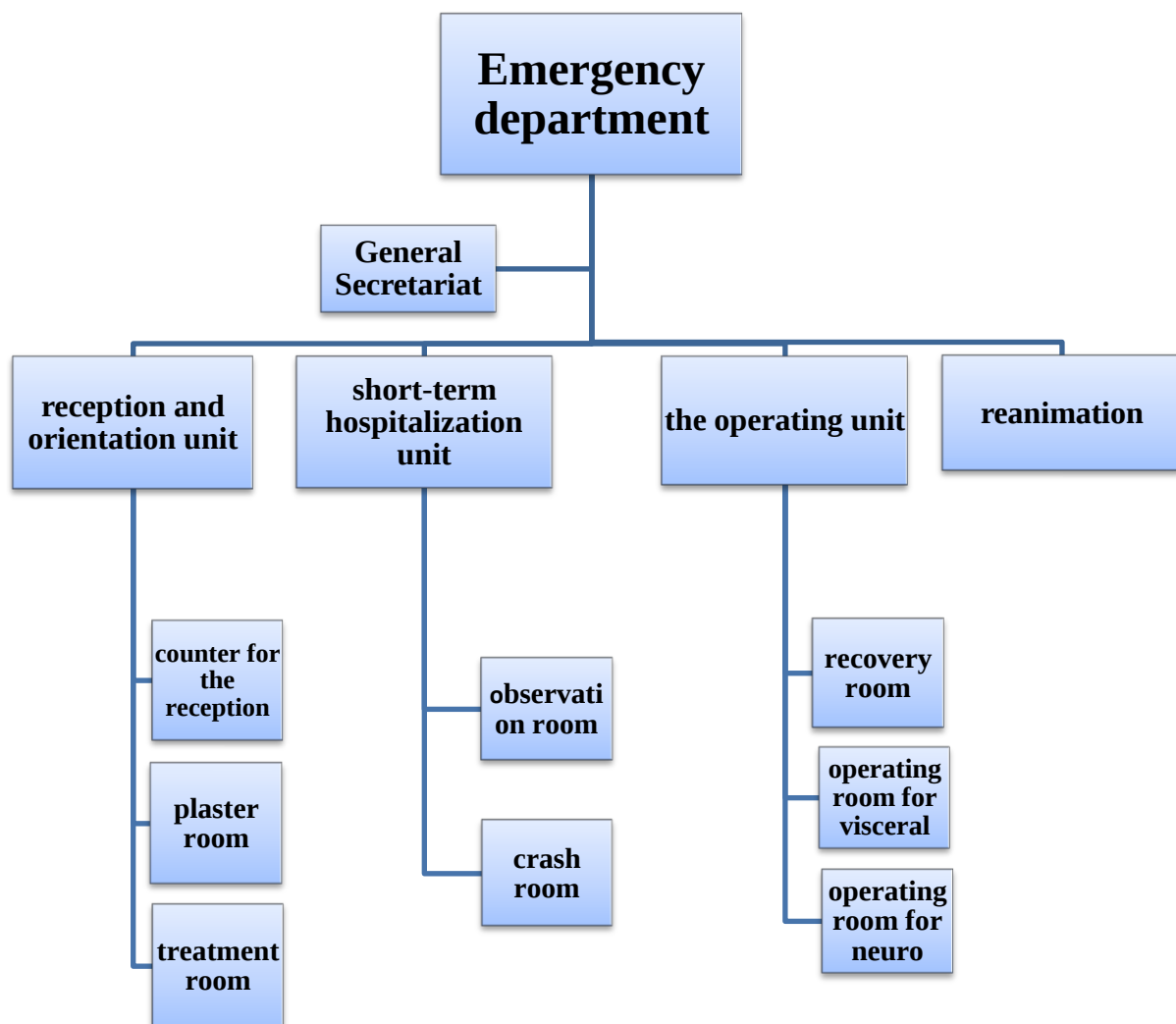


Figure 2.1.1: The Organizational Structure of the Emergency Department

C. Reinforcement of Resources and Technical Platform

- a digital radiology station to facilitate the task
- a sixteen-bar digital scanner

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- a well-equipped laboratory in the UMC square
- sterilization unit

D. Security

In terms of security, security cameras are installed throughout all the building. In addition, a security team is always available along the 24h.

E. Reception

A reception and orientation unit is set up with a counter for the reception and of the patient and his family. Its role is to collect the patient's personal information. This unit is supported assisted by a clinical psychologist who provides psychological support to patients and their companions.

II. The Methodological Framework of the Study

A case study was conducted in the emergency service of UHC Tlemcen, through a submission of a questionnaire. For the purpose of the study, the SPSS as well as the Statistica program were used to analyze the results of this research instruments.

Statistical methods used in the study

➤ Definition of the Statistical System SPSS

It is one of the statistical applications that operate under the umbrella of Windows, which is a set of lists and tools through which digital information gathered through questionnaires or interviews or notes can be statistically analyzed. This statistical system is widely recommended for its great ability to process the data and use in all scientific research platforms.

➤ Statistical Tools Used in the SPSS Program

Among the statistical methods used we find:

- ✓ Percentages, frequencies, arithmetic mean and relative arithmetic mean: This is mainly used for the purposes of knowing the frequency of a variable's categories, and is used in the description of the sample of the study.

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- ✓ Cronbach Alpha parameter, to check the stability of the scale used.
- ✓ The arithmetical averages and standard deviations to answer the study questions and to determine the relative importance.
- ✓ Correlation coefficient to measure the type and degree of impact between study variables.
- ✓ Simple regression to measure the effect of an explanatory variable in the last respondent.
- ✓ Impact level: It was determined using cell length to interpret the results of the calculated averages as follows:
 - An average of more than 5 indicates strongly or strongly contributes.
 - An average of more than 3.40 to 4.19 indicates an agreement or contributes to a high level.
 - An average of more than 2.60 to 3.39 indicates neutral or moderately contributing.
 - An average of more than 1.80 to 2.59 indicates that it is disagreeable or contributes poorly.
 - An average of 1 to 1.79 indicates strongly disagree or does not contribute at all.

➤ **Defining Statistica Program:**

According to Wikipedia **Statistica** is an advanced analytics software package originally developed by StatSoft which was acquired by Dell in March 2014. In November 2016, Dell sold off several pieces of its software group, and Francisco Partners and Corporation acquired Statistica as part of its purchase of Quest Software from Dell. On May 15, 2017, TIBCO Software Inc. announced it entered into an agreement to acquire Statistica provides data analysis, data management, statistics, data mining, machine learning, text analytics and visualization procedures.

III. Research Methodology:

The study is based on the empirical approach in its booth sides; the qualitative empirical side and the quantitative empirical side. The first one as it is mentioned “qualitative” or as it is known with the analytical descriptive approach. This method is

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defined as an approach that deals with existing events, phenomena and practices suitable for purpose of the study and its measurement.

This approach is one of the most widely used in the social and human sciences. It is distinguished from the rest of the approaches by tracking the phenomenon, collecting a large amount of information so that the researcher can study the different dimensions, causes, developments and relations within. The researcher can also develop proposals and solutions in order to reach results.

As for quantitative-empirical side, we have studied it using the structural equations modeling SEM. This later is known by many names such as covariance structure analysis, latent variable analysis and path modeling. Although SEM models can be tested in many ways, all SEM models are distinguished by three characteristics:

1. Estimation of multiple and interrelated dependence relationships.
2. An ability to represent observable concepts in these relationships and account for measurement
3. Defining a model to explain the entire set of relationships.

IV. Data Collection

A questionnaire is used as a main data collection instrument in the emergency department of the University Hospital Center in Tlemcen. Its main purpose is getting an in-depth data about causes and sources of pressure of work, their effects on the employees' performance. After reading literature about its general layout, types of questions, and purpose, the researcher designed its framework using the standard Arabic language to ensure a thorough understanding of questionnaire on the part of all the informants, moreover, it was piloted with various workers to check if the questions fit the purpose of the study; as a result, a number of items were modified, changed and ignored.

➤ IV. 1 Stages of Building the Questionnaire

For the purpose of designing the questionnaire, the researcher went through the following stages:

- 1) The Identification of the data that will be collected by the questionnaire according to the purpose of the study and the research questions

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- 2) The determination of the method and form of the resolution
- 3) The identification of the type of criterion specifying the type of answer in the resolution
- 4) Taking into account the supervisor's and the experienced teachers' feedback about the items.
- 5) Printing and submitting the final version of the questionnaire.

➤ IV. 2 Formulation of questionnaire Items

For the aim of avoiding misunderstanding, the researcher attempted to design a questionnaire as concise as possible, formulated in a clear and useful manner, as a result, difficult words were avoided, and the questions did not include vague and complex answers. The questionnaire included both closed and open ended questions to allow the informants to express themselves freely.

➤ IV. 3 Questionnaire rubrics

The questionnaire was printed in its final version on two pages and made of three rubrics and 51 items:

Rubric one: Work pressure

The purpose of this section is to identify the indicators work pressure. It includes 34 questions divided in the following way:

- **Questions about the sources of work pressure resulting from the individual himself:** These pressures have varied indicators. The researcher chose three 03 indicators (personality, age, gender) at the rate of 03 phrases per indicator to study this source.
- **Questions on the work pressure sources resulting from the organization:** The researcher selected 03 indicators to measure this source at the rate of 03 terms per indicator, the selected indicators were: relationships with colleagues, supervision, and career development
- **Questions about the sources of work pressure resulting from the job itself:** The selected indicators are three namely; workload, role conflict, the nature of the job) at the rate of three items for each one.

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➤ **Questions about the sources of work pressure resulting from the environment:**

These pressures have different indicators. The researcher chose three indicators notably workplace design, safety conditions, and cleanliness with three items per each indicator.

Rubric tow: Employee's Performance

The purpose of this rubric is to find out the type of performance that is affected by the work pressure at the level of the emergency department at the University Hospital Center in Tlemcen and includes 12 questions .As well as 4 other open-ended questions that helps in analyzing the results.

Rubric three: Personal Information

The purpose of this section is to find out some of the personal and functional variables of the respondent. This section is comprised of 06 questions as far as the: Gender, Age, Social Status Study Level, Current Work, and Experience.

➤ **IV. 4 Questionnaire Arbitration**

The questionnaire was presented to a group of specialized professors in the field:

- ✓ Mr. Tadj Meziane (MC)
- ✓ Mm. Benabdullah Awicha (MC)
- ✓ Mr. Iznasni Ali (MC)
- ✓ Mr. Chenini Moussa (MC)
- ✓ Mr. Moukaddem Abdeldjalil (MC)

➤ **IV. 5 Measuring Scales**

In our research, we used the five-point Likert scale (choice of answers) (strongly disagree-strongly agree) to choose the correct statement and provide a global score in a numerical way:

Table 2.1.1: Likert Scale

The scale of measurement	strongly agree	Agree	Neuter	Disagree	strongly disagree
	(1)	(2)	(3)	(4)	(5)

Source: prepared by the student

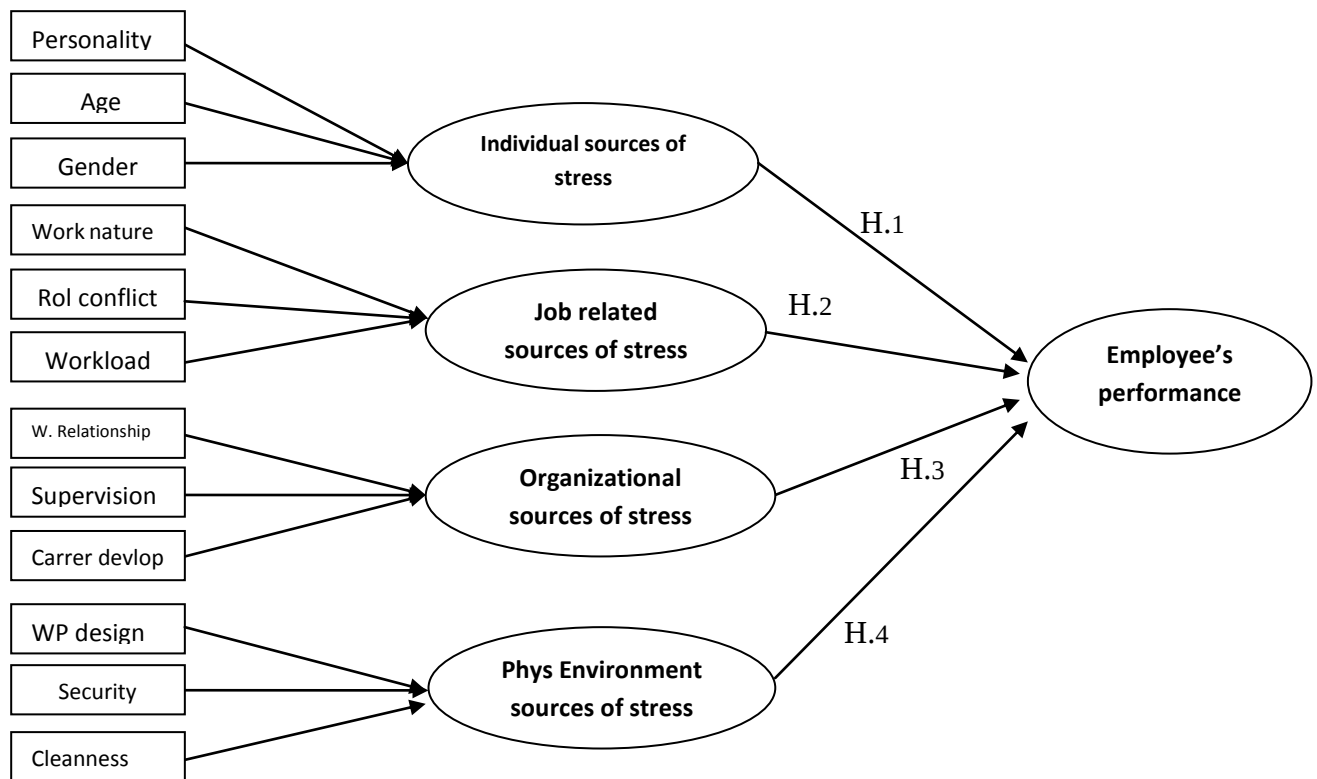
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V. Design of the Study Model:

In the light of the problem and the objectives of the study, the study model was developed to determine the impact of work pressures on human resource performance. The researcher has relied in the study model of both independent and dependent variables on the feedback of many researchers:

1. It was first constructed and checked if it covered all the aspects of the study.
2. Specialized university teachers in the field of human resources management within the university and out outside of Tlemcen university were invited to give their feedback.
3. The critics were taken into consideration before the final release of the form. Therefore, several paragraphs were modified to make the model more capable of portraying the elements of the problem and achieving its objectives. The study model in the following figure includes the following variables:

Figure: 2.1.2: Theoretical Model and Research Hypotheses



Source: Prepared by the student

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VI. The Validity and Reliability of the Questionnaire

The sample population consists of 139 employees at the emergency service of UHC Tlemcen; it includes doctors, nurses, and administrative workers. 139 questionnaires were distributed whereas only 120 were submitted where 9 were canceled due to incomplete data filling. And 10 were not recovered.

In order to verify the validity and reliability of the questionnaire i.e., to check if the questionnaire will always provide the same result if will be redistributed several times under the same conditions. The consistency of the questionnaire was verified by Cranbach's alpha

Table 2.2.1: Reliability Statistics

Cronbach's alpha	Number of Elements
,7448	40

Source: Prepared by the student based on SPSS program outputs

The Cranbach's alpha coefficient is 0.7448, which is 74.48%, this confirms that this questionnaire is very accurate and valid and if we redistribute it for a second time and another place we will always obtain, the same result. (Some items of the questionnaire have been deleted because of their very weak correlation with the variables).

In order to verify the validity of the questionnaire, the "self-confidence coefficient", which is the square root of the stability coefficient, was calculated. Thus its value was 0.86. That is, the questionnaire was valid by 86%

Self-confidence coefficient = $\sqrt{0.7448} = 0.86301$

For ease of access to method techniques which discussed to use in this study, the following table shows the overview of these options which has been chosen for this study:

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Table 2.1.2: An Overview of Research Methodology for this Study

Research approach	Deductive				Inductive		
Research purpose	Exploratory			Explanatory		Descriptive	
Research strategy	Experiment	Survey	Case study	Action research	Grounded Theory	Ethnography	Archival Research
Data collecting techniques	Qualitative				Quantitative		
Data collection type	Observation			Questionnaire		Interview	
Questionnaire types	Internet mediated questionnaires		Postal questionnaire		Deliver and Submit questionnaire	Telephone questionnaire	Structured interview
Types of sampling	Representative sampling				Judgmental sampling		
Sampling technique	Simple random			Stratified random	Cluster		Systematic
Designing questionnaire	Adapting			Adopting			Developing new
Types of questions	5 point Likert scale – close ended questions – open questions						
Validity & reliability	Group of experts Factor Analysis				Cronbach's alpha		

Source: Prepared by the student

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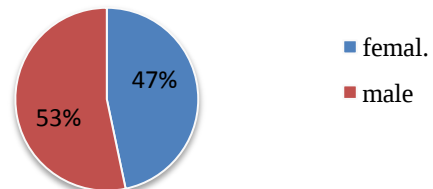
2.1.2 General Characteristics of the Sample Population.

I. Gender:

Table2.1.4: Gender Percentage Distribution

Gender	Effectives	Percentage
Female	56	46.7
Male	64	53.3
Total	120	100%

Figure2.1.3: Gender Percentage Distribution



Source: Prepared by the student based on SPSS program outputs

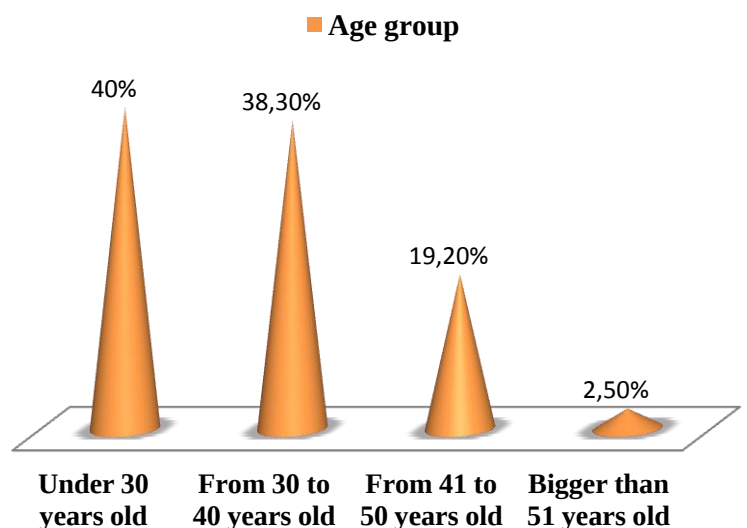
Analysis: In this sample, the predominant category is that of male at 53.3 %, which is the equivalent to 64 persons, while the female category was 46.7 %, equivalent to 56 individuals.

II. Age Group

Table 2.1.5: Age Groups Distribution

Age group	Effectives	Percentage
Under 30 years old	48	40,0
From 30 to 40 years old	46	38,3
From 41 to 50 years old	23	19,2
Bigger than 51 years old	3	2,5
Total	120	100%

Figure2.2.4: Age Groups Distribution



Source: Prepared by the student based on SPSS program outputs

In this sample, the dominant category is the age group of 30 years old by 40%, equivalent to 48 persons, followed by the age group of 30 years old to 40 years old with the percentage of 38%, equivalent to 46, and the category of 41 years old to 0, 75750 years old was

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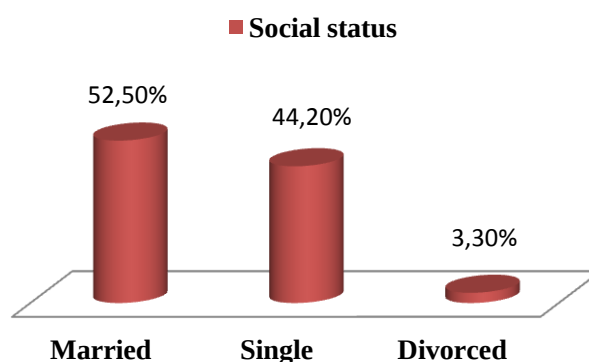
with percentage of 19% equivalent to 23 individual, and in the last category bigger than 50 years old by 2.5% equivalent to 3 persons.

III. Social status

Table2.1.6: Social Status Distribution

Social status	Effectives	Percentage
Married	63	52,5
Single	53	44,2
Divorced	4	3,3
Total	120	100%

Figure2.2.5: Social Status Distribution



Source: Prepared by the student based on SPSS program outputs

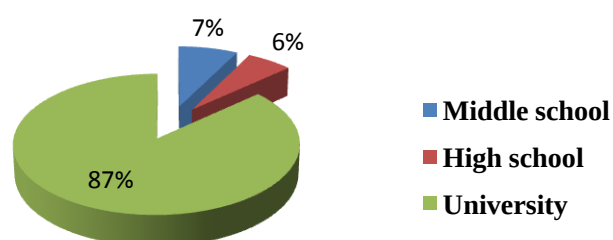
The Analysis: In this sample, the predominant category is the category of the married people, which is 52.5%, which is equivalent to 63 individuals, followed by the single's category with 44.2% equivalent to 53 individuals, then the category of makes 3.3%, equivalent to 4 individuals.

IV. Level of study

Table2.1.7: Level of Study Distribution

Level of study	Effectives	Percentage
Middle school	9	7,5
High school	7	5,8
University	104	86,7
Total	120	100%

Figure2.2.6: Level of Study Distribution



Source: Prepared by the student based on SPSS program outputs

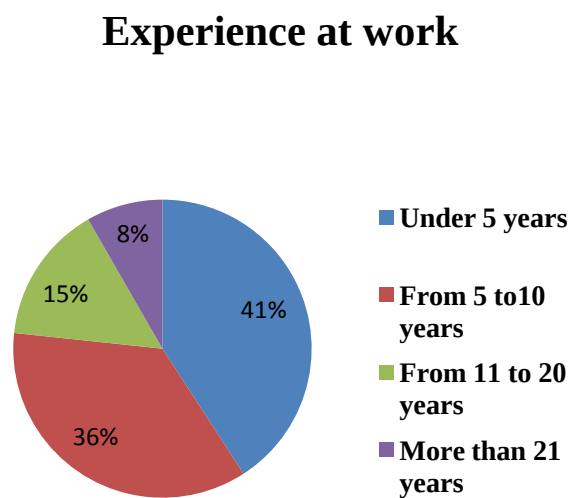
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The analysis: In this sample, the predominant category is 86.7% of the university level, which is equivalent to 104 persons, followed by the middle school students by 7.5%, which is 9 persons, and the secondary school level is 5.8% Equivalent to 7 individuals.

V. Experience at Work:

Table 2.1.8: Experience at Work Distribution Figure2.2.7: Experience at Work Distribution

Experience in work	Effectives	Percentage
Under 5 years	49	40,8
From 5 to10 years	43	35,8
From 11 to 20 years	18	15,0
More than 21 years	10	8,3
Total	120	100%



Source: Prepared by the student based on SPSS program outputs

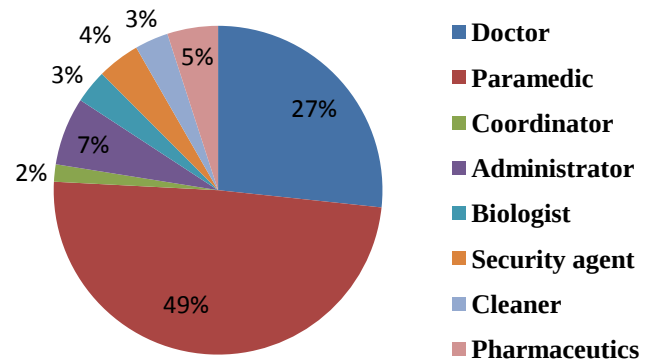
The analysis: We observe from this sample that the predominant category is that of those with less than 5 years of work experience at 40.8%, equivalent to 49 persons, followed by the category of experienced workers between 5 and 10 years, with 35.8% equivalent to 43 persons. The category of experienced people between 11 and 20 years is 15%, equivalent to 18 individuals. The last category is about employees more than 21 years of work experience with percentage of 8.3% equivalent to 10 persons.

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VI. Current function

Table2.1.9: Current Function Distribution Figure2.2.8: Current Function Distribution

Current function	Effectives	Percentage
Doctor	32	26,7
Paramedic	59	49,2
Coordinator	2	1,7
Administrator	8	6,7
Biologist	4	3,3
Security agent	5	4,2
Cleaner	4	3,3
Pharmaceutics	6	5,0
Total	120	100%



Source: Prepared by the student based on SPSS program outputs

The analysis: We observe from this sample that the predominant category is that of paramedical staff with 49%, which makes the equivalent of 59 individuals, followed by the doctors' category with 26.7%, equivalent to 32 people then comes the administrative category with 6.7% equivalent to 8 workers, the pharmacists category with 5% equivalent to 6 persons, the security agent by 4.2% equivalent to 5 persons, the laboratory category and the cleaner 3.3% equivalent to 4 employees.

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2.1.3 Data Analysis

A. Using SPSS program version 20

A. 1 Arithmetic Mean and Standard Deviation:

In order to calculate **arithmetic mean and standard deviation**, the student divided the first rubric (work pressure) into four dimensions:

- Individual sources of stress,
- Job related sources of stress,
- Organizational sources of stress,
- Physical Environment sources of stress

First dimension: Individual sources of stress

Table2.1.10: The Arithmetic Mean and the Standard Deviation and its Comparison with Likert Scale for the First Dimension (Individual Sources of Stress)

Number	First dimension items	Sample	Totally agree	agree	Neutral	Disagree	Totally disagree	mean	deviation Standard	Result
1	Per 1	120	21	29	14	38	18	3,0250	1,36869	Neutral
2	Per 2	120	37	61	16	4	2	1,9417	,85303	agree
3	Per 3	120	27	59	15	13	6	2,2667	1,08258	agree
4	Age 1	120	48	33	20	17	2	2,1000	1,13315	agree
5	Age 2	120	47	24	10	28	11	2,4333	1,43623	agree
6	Age 3	120	11	13	12	35	49	3,8167	1,32198	disagree
7	Gender 1	120	48	42	14	14	2	2,0000	1,06904	agree
8	Gender 2	120	58	36	12	11	3	1,8750	1,08126	agree
9	Gender 3	120	56	47	7	5	5	1,8000	1,01749	agree

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First dimension	-	120	-	-	-	-	-	2,3620	,51626	agree
Result										

Source: Prepared by the student based on SPSS program outputs

After studying the table 2.1.10 for the first dimension (Individual sources of stress) we find that we have obtained the $X' = 2,3620$ which means “agree” according to the Likert scale which indicates that the majority of the informants agree on the existence of work pressures with individual sources.

The analyses:

- **For the personality:** It is clear from Table 2.1.10 that $X' = 3,0250$ for the first question, which indicates that most of the answers were "neutral" on the Likert scale. As for the second and third questions, it was $X' = 1,9417$ and $X' = 2,2667$ respectively, which indicates that most of the answers were 'agree'. From it we find that there is no dominant personality type, but both personality types A and B are available in the emergency department.
- **For the age:** It is clear from Table 2.1.10 that $X' = 2,1000$ and $X' = 2,4333$ for the first and second questions respectively, indicating that most of the answers were "agree" on the Likert scale. As for the third question, it was $X' = 3,8167$, which indicates that most of the answers were "disagree". And from that we find that age plays an important role in the way of dealing with the pressures and that all that was a younger people were was carrying more pressure. In addition to that most of the workers in the emergency department, their age keep pace with the technological developments surrounding them in the workplace
- **For the gender:** It is clear from Table 2.1.10 that $X' = 2,0000$ and $X' = 1,8750$ and $X' = 1,8000$ for the first, second and third questions respectively, this indicates that most of the answers were "agree" on the Likert scale. Hence, gender plays a key role in determining the level of stress

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Table 2.1.11: The Arithmetic Mean and the Standard Deviation and its Comparison with Likert Scale for the Second Dimension (Job related sources of stress)

Number	Second dimension items	Sample	Totally agree	agree	Neutral	Disagree	Totally disagree	mean	deviation Standard	Result
1	Work nat 1	120	70	25	10	9	6	1,8000	1,17823	Agree
2	Work nat 2	120	85	23	4	5	3	1,4833	,93470	Totally agree
3	Work nat 3	120	85	24	6	0	5	1,4667	,92521	Totally agree
4	Role conf 1	120	41	34	22	12	11	2,3167	1,28980	agree
5	Role conf 2	120	31	42	14	19	14	2,5250	1,34078	agree
6	Role conf 3	120	22	22	16	29	31	3,2083	1,47184	Neutral
7	Work load 1	120	79	32	4	5	0	1,4583	,75477	Totally agree
8	Work load 2	120	31	53	20	13	3	2,2000	1,02572	agree
9	Work load 3	120	54	48	13	5	0	1,7417	,81474	Totally agree
Second dimension result	-	120	-	-	-	-	-	2,0222	,49994	agree

Source: Prepared by the student based on SPSS program outputs

After studying the table 2.1.11 to analyze the second dimension (Job related sources of stress) we may find that we have obtained the $X' = 2,0222$ which means “agree” according to

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the Likert scale which indicates the general agreement of the sample on the existence of work pressure originating from the same job.

The analyses:

- **For the work nature:** It is evident from **Table2.1.11** that $X' = 1, 8000$ for the first question that most of the answers were "agree" according to Likert's ladder. As for the second and third questions, it was $X' = 1, 4833$ and $X' = 1, 4667$ respectively, indicating that most of the answers were "totally agreed" according to the Likert scale. Thus, according to the answers, we find that the nature of the work itself at the level of the emergency department imposes a kind of pressure on the workers.
- **For the role conflict:** It is clear from **Table2.1.11** that $X' = 2, 3167$ and $X' = 2, 5250$ for Question 1 and 2, which indicates that most of the answers were "OK" according to Likert's ladder. As for the third question, it was $X' = 3, 2083$, which indicates that most of the answers were "neutral" according to the Likert scale. And this is what humiliates the existence of a conflict in the role at the level of the emergency department
- **For the workload:** It is clear from **Table2.1.11** that $X' = 1, 4583$ and $X' = 2, 2000$ for Question 1 and 3, indicating that most of the answers were "totally agreed" according to Likert's ladder. As for the second question, it was $X' = 1, 7417$ which indicates that most of the answers were "agree" according to the Likert scale. This indicates that there is a large workload at the level of interest exceeds staff capacity, which increases the pressure

Table2.1.12: The Arithmetic Mean and the Standard Deviation and its Comparison with Likert Scale for the Third Dimension (Organizational sources of stress)

Number	Third dimension items	Sample	Totally agree	agree	Neutral	Disagree	Totally disagree	mean	deviation Standard	Result
1	Work-rsh 1	120	61	42	8	3	6	1,7583	1,03709	Totally agree
2	Work-rsh 2	120	46	40	19	13	2	2,0417	1,06429	Agree

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3	Work-rsh 3	120	31	40	18	20	11	2,5000	1,28991	agree
4	Super 1	120	32	33	13	29	13	2,6500	1,38206	Neutral
5	Super 2	120	20	26	11	36	27	3,2000	1,43545	Neutral
6	Super 3	120	14	26	22	34	24	3,2333	1,31401	Neutral
7	Car-dev 1	120	34	30	26	21	9	2,5083	1,27679	Agree
8	Car-dev 2	120	48	33	17	19	3	2,1333	1,18061	Agree
9	Car-dev 3	120	59	34	22	2	3	1,8000	,96667	Agree
Third dimensi on result	-	120	-	-	-	-	-	2,4250	,54598	Agree

Source: Prepared by the student based on SPSS program outputs

After studying the table 2.1.12 for the third dimension (Organizational sources of stress) we find that we have obtained the $X' = 2,4250$ which means “agree” according to the Likert scale. This indicates the general agreement of the sample on the existence of work pressure originating from the organization.

The analyses:

- **For the variable of work relationships:** It is evident from Table 2.1.12 that $X' = 1,7583$ for the first question, which indicates that most of the answers were "totally agreed" according to Likert's ladder. As for the second and third questions, it was $X' = 2,0417$ and $X' = 2,5000$ respectively, which indicates that most of the answers were "agree" according to Likert scale. Labor relations are not a source of pressure for workers.
- **For the variable of supervision:** It is evident from Table 2.1.12 that $X' = 1,7583$ and $X' = 3,2333$ for the first and the second and the third questions respectively, which indicates that most of the answers were " **Neutral** "
- **For the variable of carrier development:** It is evident from Table 2.1.12 that $X' = 2,5083$ and $X = 2,1333$ and $X = 1,8000$ for the first, second and the third questions, and

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this indicates that most of the answers were "agree" according to the Likert scale. Thus, we find that workers suffer from the problem of career advancement in their work, which is a source of pressure.

Table2.1.13: The Arithmetic Mean and the Standard Deviation and its Comparison with Likert Scale for the Fourth dimension (Physical Environment sources of stress)

Number	Fourth dimension items	Sample	Totally agree	agree	Neutral	Disagree	Totally disagree	mean	deviation Standard	Result
1	Struct 1	120	90	17	9	4	0	1,7583	1,03709	Totally agree
2	Struct 2	120	90	24	5	0	1	2,0417	1,06429	Agree
3	Struct 3	120	82	25	10	3	0	2,5000	1,28991	Agree
4	Safety	120	2	8	6	21	83	3,6500	1,38206	Disagree
5	Clean	120	57	47	8	3	5	2,2000	1,43545	Agree
Fourth dimension result	-	120	-	-	-	-	-	2,0767	,38474	Agree

Source: Prepared by the student based on SPSS program outputs

After studying the table 2.1.13 for the first dimension (Physical Environment sources of stress) we find that we have obtained the $X' = 2,0767$ which means "agree" according to the Likert scale. This indicates the general agreement of the sample on the existence of work pressure originating from the physical work environment.

The analyses:

- **For the variable of work place design:** It is clear from Table2.1.13 that $X' = 1,7583$ for the first question, which indicates that most of the answers were "totally agreed" according to Likert's ladder. As for the second and third questions, it was $X' = 2,0417$ and $X' = 2,5000$ respectively, which indicates that most of the answers were

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"agree" according to Likert scale. And we find that most of the workers suffer from poor design of the Medical Appeals Service and therefore poor design is a source of stress for workers

- **For the variable of security:** It is clear from **Table2.1.13** that $\bar{X} = 3,6500$ for the first question, which indicates that most of the answers were "strongly agreed" according to Likert's scale. Indicating a lack of a safe working environment
- **For the variable of cleanness:** It is clear from **Table2.1.13** that $\bar{X} = 2,2000$ indicates that most of the answers were "agree" according to Likert's ladder. Indicating the fear of workers from diseases due to the unclean environment.

Table2.1.14: The Arithmetic Mean and the Standard Deviation and its Comparison with Likert Scale for the second rubric

Number	second rubric items	Sample	totally agree	agree	Neutral	Disagree	totally disagree	mean	deviation Standard	Result
1	Task-per1	120	69	45	6	0	0	1,4750	,59356	Totally agree
2	Task-per2	120	48	60	9	1	2	1,7417	,77238	Totally agree
3	Task-per3	120	51	50	18	0	1	1,7500	,76970	Totally agree
4	Adap.per 1	120	7	24	19	32	38	3,5833	1,28065	Disagree
5	Adap.per 2	120	8	14	22	31	45	3,7583	1,25689	Disagree
6	Adap.per 3	120	11	12	29	30	38	3,6000	1,27944	Disagree
7	Cont.per 1	120	43	53	8	11	5	2,0167	1,08452	Agree
8	Cont.per 2	120	44	48	24	2	2	1,9167	,88482	Agree

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9	Cont.per 3	120	66	43	5	4	2	1,6083	,85303	Totally agree
10	Count.pe r1	120	47	38	16	9	10	2,1417	1,2522 0	Agree
11	Count.pe r2	120	44	39	24	6	7	2,1083	1,1360 8	Agree
12	Count.pe r3	120	51	36	24	7	2	1,9417	1,0066 7	Totally agree
second rubric result	-	120	-	-	-	-	-	2,3035	,42075	agree

Source: Prepared by the student based on SPSS program outputs

It is clear from **Table2.1.14** that the mean is between $X' = 1,4750$ and $x' = 1.7500$ for the first three questions. This indicates that most of the answers were "Totally agree" according to Likert's scale which shows that the workers are carrying out their daily tasks in an efficient and effective way. As for questions 4, 5, 6, the mean is between $X' = 3,5833$ and $x' = 3,7583$. This indicates that most of the answers were "disagree" according to the Likert scale which shows that the adaptive performance of the staff is weak because of the lack of training courses of the organization's circumstance. As for the questions 7, 8, 9, the mean is between $X' = 1,6083$ and $x' = 2,0167$. This indicates that most of the answers were "agree" according to the Likert scale, which indicates that the contextual performance of the workers and their relationships at work are good. As for the questions 10, 11, 12, the mean is between $X' = 1,9417$ and $X' = 2,1417$ this indicates that most of the answers were "agree" according to the Likert's scale which indicates that the existence of counterproductive performance represented by bad behavior by workers at the level of the emergency department.

B. Using Statistica program version 8

This section focuses on the first part on the examination of the methods of analysis used in this study and then on the data analysis

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a. Exploratory Factor Analysis:

Factor analysis is used to identify a small number of factors or dimensions that explain the observed correlations among variables. It is also used to reduce a large number of correlated variables into a number of independent factors that may be used later on in the analyzes. To conduct an exploratory analysis, Goldberg and Velicer (2006: 144) recommend the following steps:

- **The study of the adequacy of the data to the factorial analysis:** It is a question of making sure that the data form a sufficiently coherent set to identify common dimensions which carry a meaning, and not be statistical artifacts' (Evrard et al., 2003: 145). Two tests are used to verify this condition namely **Bartlett sphericity** test and **KMO** test.
- **The choice of methods of analysis and extraction:** Exploratory factor analysis leads to the use of the principal components analysis (PCA) because it ensures that the scale measures precisely the construct that it is supposed to measure. A single factor appears in the PCA when the construct is one-dimensional, and it displays several for multidimensional constructs. It makes it possible to verify that for each dimension of the construct, the items that are supposed to be measured are exclusively and clearly linked to it. The adapted rules of Igalens and Roussel (Roussel and Igalens, 1998) and Evrard et al. (Evrard et al., 1997) to achieve the PCA extraction of factors restore a minimum of 50% of the total variance.

Table2.1.15: A Summary of the Principal Component Analysis

Variables e	N° of 'items	$\bar{x}$ Mean	σ	α Cronbach	KMO	Total Variance Explained %	F Ficher	Sphericity of Bartlett Khi-2
Individual work stress sources	6	2.103	1.12	0.802	0.796	58.07	5.13	55.9
Job-Related work stress sources	7	2.03	1.10	0.710	0.792	64.27	41.02	103.47

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Organizational work stress sources	6	2.564	1.26	0.816	0.801	62.1	37.15	158.12
Environment work stress sources	5	2.07	0.83	0.601	0.608	49.43	314.34	153.98
Work performance	8	2.42	0.99	0.895	0.886	77.8	154.08	283.38
TOTAL		2.247	/	/	/	/	/	/

Source: Prepared by the student based on SPSS program outputs

a) 1. Coefficient of Cranbach's alpha

Indicator developed in 1951 by LEE J. CRONBACH (1951) to measure the reliability of several questions used to study the same phenomenon. It is therefore a generalized measure of the internal coherence of a multi-items scale. Not only is the alpha coefficient the most widely used fidelity estimator, but it has also attracted considerable methodological and analytical interest. Statistical index ranging from 0 to 1 for assessing homogeneity (consistency or consistency internal) of an instrument of evaluation or measurement composed of a set of items that all should contribute to apprehending the same entity (or dimension). This index reflects a degree of homogeneity (an internal consistency) of as much higher than its value is close to 1. In practice, it is generally considered that the homogeneity of the instrument is satisfactory when the value of the coefficient is at least 0.60.

a) 2. Coefficient of Kaiser-Meyer-Olkin (KMO)

Provided at the beginning of the analysis, the KAISER-MEYER-OLKIN index tells us whether the correlations between the pairs of variables can be explained by

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other included variables. IF this is not the case, there is no point in doing an Confirmatory Factor Analysis CFA. The interpretation of the results takes the following logic: 0.80 and more “Excellent”, 0.70 and more “Good”, 0.60 and more “Poor”, 0.50 and over “Miserable”, Less than 0.50 “Unacceptable”.

This index increases if: The sample size is large. Inter-item correlations are high. The number of variables is large and the number of factors decreases.

a) 3. Bartlett sphericity test

Calculates the determinate of the matrix of the sums of products and cross-products (S) from which the inter-correlation matrix is derived. The determinant of the matrix S is converted to a chi-square statistic and tested for significance. The null hypothesis is that the inter-correlation matrix comes from a population in which the variables are no collinear (i.e. an identity matrix) and that the non-zero correlations in the sample matrix are due to sampling error (Charles M. Friel: 17).

Our research shows that the significance value for the most variables "Sig" is significant (probability of error tends to 0.000), which means that the correlation coefficients between the different pairs of variables are not in turn equal to zero. In the population and therefore factor analysis is a relevant choice.

a) 4. The explained variance

The explained variance must be greater than 50% according to the results shown in the table 2.1.15. All values are greater than 0.5 except for the physical environment work stress sources that it is **49.43** (less than 50%). does not prevent the exploratory study.

b) Confirmatory factor analysis

Confirmatory factor analysis is a statistical technique that allows the determination of the number of factors and the appearance of each variable at one or more factors. When one is in the final phase of the confirmation of a model, the use of this type of analysis must be done with care.

The principle of confirmatory factor analysis is to verify if the theoretical model is not different from the observed model, in order to make this verification, indicators are calculated to measure the quality of the adjustment between the theoretical model and the observed model.

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b) 1. Adjustment indices:

The adjustment indices are classified into three groups:

i. Absolute adjustment indices

These indices make it possible to evaluate the degree of adjustment of the proposed theoretical model, with a structural model (the empirical model).

Table2.1.16: Absolute adjustment indices table

The indices	GLS-ML
Chi_2	1034.37
Degree of liberty DF	430
Level p	0.000
RMS Standardized residues	0,0805
Steiger-Lind RMSEA Index	0,088
(GFI). Joreskog	0,660
(AGFI). Joreskog	0,608

Source: Prepared by the student based on Statistica program outputs

- **Chi-square ($k^2 = 1034.37$):** This is the absolute index which allows to detect the models "on adjusted and under adjusted", it can be used to measure the degree of parsimony "absolute" of a model and to test the null hypothesis that the estimated variance matrix is statistically different from the covariance matrix.
- **Goodness of Fit Index GFI:** This is one of the clues that have been proposed to get a better representation of the degree of fit of the model. The result of the empirical study of this index provides the value of 0.660, which represents a good result.
- **AGFI Adjusted Goodness of Fit Index:** This indicator is adjusted in relation to the number of variables to the degree offered. This index shows the value of 0.608 as a result of our search, and it is a satisfactory result.
- **RMSR:** This index gives the indication of the differences between the data and the calculated results as well as the average value of the residuals of the model estimate. The residuals can be interpreted as much as influences of the factors not taken into

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account in the structural model. The variation range between (0.04 - 0.08), the result of our search for this index is 0.0805, which represents a good fit.

- **RMSEA:** It serves to correct the non-centrality of the population by compensating for the parsimony of the model and this by dividing it on the degree of freedom. Its value is in the reference interval ranging from 0.04 to 0.08, the result of our survey relating to this index is 0.088, which also means a good adjustment.

ii. Incremental indices

These indices were constructed in comparison with a basic model, which is the model of independence, its interval is between 0 and 1, the objective of this index focuses on the selection of the model for which these indicators are close to 1 and greater than 0.9. Below are the indices used in the estimation of the model.

Table2.1.17: Incremental Indices Table

The indices	GLS-ML
Bentler-Bonett Normed Fit Index	0,617
Bentler-Bonett Non-Normed Fit Index	0,575
Bentler Comparative Fit Index	0,624
Bollen's Rho	0,561
Bollen's Delta	0,441

Source: Prepared by the student based on Statistica program outputs

- **Comparative Fit Index CFI:** It allows comparing the factorial model to the null model. It can estimate the relative decay of non-centrality of the population selected and replace the model of independence with the model tested. The result of the empirical study of this index provide the value of 0.624, which represents a good result.
- **Normal Fit Index NFI:** It measures the relative decay of the divergence function caused by the permutation between the independence model and a more complex model. This index shows the value of 0.617 as a result of our search, and it is a satisfactory result.

We find that our study results for both the CFI and NFI indexes reflect a good fit.

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iii. The parsimony index

Table2.1.18: Parsimony indices table

The indices	ML
James-Mulaik-Brett Parcimonieuse Fit Index	0, 765
Ch2 /DF	2.40

Source: Prepared by the student based on Statistica program outputs

(Ch2 / DF) is between 2 and 5 so its value is good.

b) 2. Shape indices (asymmetry, flattening)

The Fisher coefficients contain two coefficients, the first of asymmetry and the second of flattening, the two measures apply on quantitative variables measured on a scale of intervals or ratios. Their reports can be given in encrypted form.

b) 2.1 Asymmetry coefficient "Skewness or Gamma one"

In order to verify the distribution of the scales of measurement (items), it is recommended to study the symmetry analysis which makes it possible to verify if the answers are distributed equitably with respect to its average (the index equal to zero). also if the distributions of the observations are not different, which means, when the values are negative this means that the responses tend towards the highest values (scale 4 and 5) and the opposite case if the values are positive these indices tend towards the lowest values (scale 1 and 2). According to the results of the factorial contribution and normality test table, we find the distribution of the results between (-1) and (1), and the sample answers were between 1 and 5 according to the Likert scale

b) 2.2 Flattening coefficient or Kurtosis

This coefficient is an indicator of dispersion around central values, it calculates the degree of flattening of a distribution of the variable in question, it also compares the shape of the response distribution curve to that of the normal distribution. When the results are positive, this means that the responses are closer together or concentrated (sharp curve), on the other hand, a negative coefficient indicates a more flattened (scattered) curve.

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Note that almost all flattening index values are reliable, because they do not exceed 8, and they are around (+0 or -0) which means that the distribution of data follows a law which allowed us to test the hypotheses.

b) 2.3 The factorial contribution λ

To test the hypotheses, we performed a structural equation analysis on 120 workers. The values of the factorial contribution parameters are presented in the factorial contribution and normality test table, we note that the majority of the values are around 0.5 and the student's T test is significant.

Table 2.1.19: Factorial contribution and normality test

The manifest variables	λ	E	Skewness	Kurtosis
(INDIVID)-1->[per2]	0,405	0,836	1,090	1,736
(INDIVID)-2->[per3]	0,376	0,924	0,932	0,248
(INDIVID)-3->[age1]	0,698	0,513	0,673	-0,706
(INDIVID)-4->[age2]	0,440	0,806	0,442	-1,314
(INDIVID)-5->[gender1]	0,308	0,957	0,912	-0,093
(INDIVID)-6->[gender2]	0,232	0,983	1,171	0,494
(JOBREL)-7->[wrkld1]	0,676	0,543	1,414	0,911
(JOBREL)-8->[wrkld2]	0,304	0,958	2,250	4,625
(JOBREL)-9->[wrkld3]	0,846	0,284	2,527	6,465
(JOBREL)-10->[rolcfd1]	0,394	0,962	0,716	-0,566
(JOBREL)-11->[rolcfd3]	0,331	0,946	-0,220	-1,373
(JOBREL)-12->[wrknat2]	0,278	0,994	0,766	0,012
(JOBREL)-13->[wrknat3]	0,276	0,994	0,972	0,446
(ORGANIZ)-14->[wrksh1]	0,696	0,515	1,721	2,696
(ORGANIZ)-15->[wrksh2]	0,627	0,607	0,799	-0,262
(ORGANIZ)-16->[wrksh3]	0,445	0,802	0,519	-0,883

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(ORGANIZ)-17->[sup1]	0,499	0,751	0,281	-1,290
(ORGANIZ)-18->[sup2]	0,549	0,878	-0,234	-1,362
(ENVIRM)-19->[struc1]	0,615	0,622	1,973	3,016
(ENVIRM)-20->[struc2]	0,744	0,446	2,593	7,014
(ENVIRM)-21->[struc3]	0,845	0,285	1,645	1,980
(ENVIRM)-22->[saft1]	-0,628	0,606	-1,886	2,685
(ENVIRM)-23->[saft2]	0,333	0,946	1,698	2,935
(PERFORM)-47->[taskper1]	0,606	0,633	0,823	-0,311
(PERFORM)-48->[taskper2]	0,455	0,793	1,467	3,876
(PERFORM)-49->[taskper3]	0,552	0,695	0,902	1,149
(PERFORM)-50->[adapper1]	0,224	0,985	-0,439	-1,050
(PERFORM)-51->[adapper2]	0,688	0,965	-0,710	-0,585
(PERFORM)-52->[adapper3]	0,414	0,987	-0,574	-0,686
(PERFORM)-53->[contper2]	0,413	0,624	0,894	0,906
(PERFORM)-54->[contper3]	0,616	0,621	1,821	3,791

Source: Prepared by the student based on Statistica program outputs

c) Structural Equations Modeling

The MSE structural equation models are part of the complex statistical model categories that are used to relate unobservable concepts. These models have been developed to examine multiple causal relationships; they have the ability to process simultaneous estimates of several interrelated dependency relationships as well as to incorporate measurement errors.

The factor analysis will be used for the determination and measurement of latent variables and the production of an external model. The regressions are intended to test the supposed effects between variables and to produce the internal model.

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c) 1. Regression Analysis

Regression analysis makes it possible to determine the causality of a variation of the moment that it rests on the postulation of an explained variable F_a which will be dependent on an explanatory variable $F_b, F_c, \dots$. This relation can be formalized in the following way :

- $F_a = \beta_{ab} * F_b + \beta_{ac} * F_c + \dots + \beta_{ap} * F_p + D_a$
- **Fa:** Latent variable A (dependent)
- **Da:** measurement error of the explained variable F_a .
- **β_{ab} :** Regression coefficient to estimate indicating the strength of influence the latent variable $F_b, F_c, \dots$ on the latent variable F_a .

Tableau 2.1.20: Coefficient of Regression of Structural Relations

Latente Variables	Parameter Estimate β_i	Prob level
(INDIVID)-64->(PERFORM)	0,793	0,000
(JOBREL)-65->(PERFORM)	0,182	0,061
(ORGANIZ)-66->(PERFORM)	0,566	0,001
(ENVIRM)-67->(PERFORM)	0,134	0,065
(ZETA1)-->(PERFORM)	0,000	0,245

Source: Prepared by the student based on Statistica program outputs

From the above table we conclude the structural equation of the model as follows:

$$\text{Performance} = 0,793 \text{ INDIVID} + 0,182 \text{ JOBREL} + 0,566 \text{ ORGANIZ} + 0,134 \text{ ENVIRM} + 0,000$$

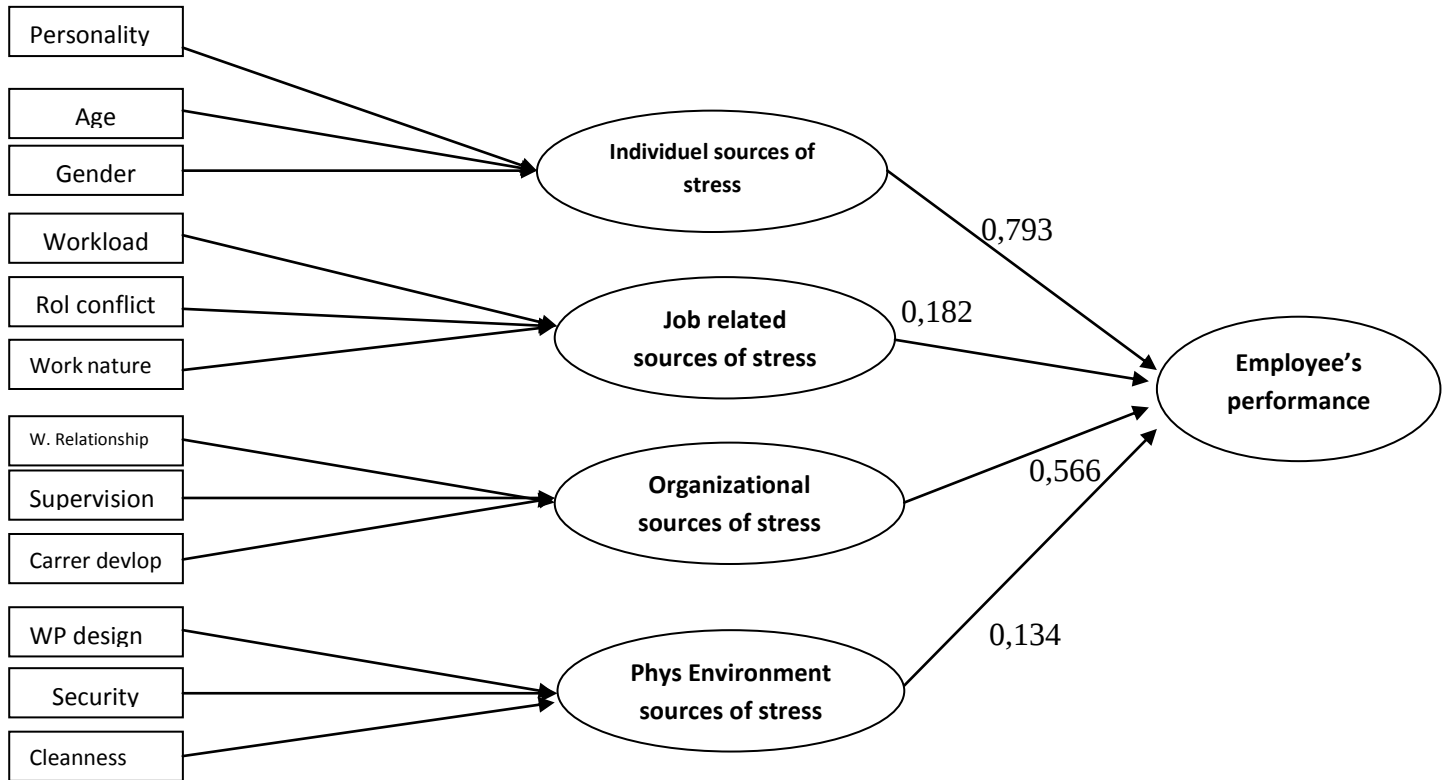
c) 2. The structural model

The structural model presents the relations between the latent variables namely: individual work stress sources, job related work stress sources, organizational work stress sources, environmental work stress sources and employee's performance. The arrows indicate

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the direction of the relationship. The values that are next to the arrows between two latent variables mean the meaning and intensity of the relationship between these two variables.

Figure.2.1.9: The Empirical Model



Source: Prepared by the student

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Section 2: Hypothesis testing and result discussion

2.2.1 Hypothesis testing

A. Using SPSS program version 20

We will now examine the hypotheses of the study where they will be rejected or accepted by using a simple correlation coefficient.

The first hypothesis: *There is a statistically significant relationship between individual work stress and employees performance*

H0: *There is none statistically significant relationship between work stress and employees performance.*

H1: *There is a statistically significant relationship between work stress and employees performance.*

Table 2.2.1: Relationship between Work Stress and Employees Performance

Independent variable: work stress	Dependent variable: work performance					
	Regression coefficient	Stability coefficient	Coefficient of correlation	The coefficient of determination	Signification α	Proof of Hypothesis
	a	b	R	R ²		
Result	,358	,128	,484	0,520	,001	H1

The effect is statistically significant at level of $(0.05 \geq \alpha)$

Source: Prepared by the student based on SPSS program outputs

The results of the statistical analysis presented in the table above showed a statistically significant effect between work stresses on the performance of workers. Where the Coefficient of correlation is $R=0,484$ at the level of $(0.05 \geq \alpha)$ which indicates a linear correlation estimated by 48.4 % with a coefficient of determination $R^2 = 0,520$ which means that the work pressures affect the performance of employees with 52%.

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Accepting or denying the hypothesis:

Since the Signification is smaller than (0, 05), we reject H0 and accept H1 which means that there is a significant effect of the individual pressure sources on the performance of workers. Thus we obtain a regression equation of the following form: $Y = 0,245X + 1,725$

The second hypothesis: *The relationship between individual work stress and employees performance*

H0: *There is none statistically significant relationship between individual work stress and employees performance.*

H1: *There is a statistically significant relationship between individual work stress and employees performance*

Table 2.2.2: Relationship between individual work stress sources and employees performance

Independent variable: <i>individual work stress sources</i>	Dependent variable: work performance					
	Regression coefficient	Stability coefficient	Coefficient of correlation	The coefficient of determination	Signification α	Proof of Hypothesis
	a	b	R	R^2		
Result	,245	1,725	,301	,090	,001	H1

The effect is statistically significant at level of $(0.05 \geq \alpha)$

Source: Prepared by the student based on SPSS program outputs

The results of the statistical analysis presented in the table above showed a statistically significant effect between individual work stress sources on the performance of workers. Where the Coefficient of correlation is $R=0,301$ at the level of $(0.05 \geq \alpha)$ which indicates a linear correlation estimated by 30, 1% with a coefficient of determination $R^2 = ,090$ which means that the sources of individual pressures affect the performance of employees with 9%.

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Accepting or denying the hypothesis:

Since the Signification is smaller than (0, 05), we reject H0 and accept H1 which means that there is a significant effect of the individual pressure sources on the performance of workers.

Thus we obtain a regression equation of the following form: $Y = 0,245X + 1,725$

And in order to identify the main element of the individual work stress sources that has the greatest impact on the performance of workers. The following **sub-hypotheses** have been tested:

Sub-hypotheses 1: *The relationship between personality and employees performance.*

H0: *There is none statistically significant relationship between personality and employees performance.*

H1: *There is a statistically significant relationship between personality and employees performance.*

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Table 2.2.3: Relationship between personality and employees performance

Independent variable: <i>personality</i>	Dependent variable: work performance					
	Regression coefficient α	Stability coefficient β	Coefficient of correlation R	The coefficient of determination R^2	Signification	Proof of Hypothesis
Result	,086	2,097	,147	,022	,109	H0

The effect is statistically significant at level of $(0.05 \geq \alpha)$

Source: Prepared by the student based on SPSS program outputs

The results of the statistical analysis presented in the table above showed none statistically significant effect between personality and employee's performance because $(\alpha > 0.05)$. Where the Coefficient of correlation $R = 0,147$ which indicates a low linear correlation estimated by 14.7 % with a coefficient of determination $R^2 = 0,022$ which means that the sources of individual pressures affect the performance of employees with just 2%.

Accepting or denying the hypothesis:

Since the Signification is bigger than $(0,05)$, we reject H1 and accept H0 which means that there is no significant effect of personality on the performance of workers.

Thus we obtain a regression equation of the following form: **$Y = 0,086X + 2,097$**

Sub-hypotheses 2: *The relationship between age and employees performance.*

H0: *There is none statistically significant relationship between age and employees performance.*

H1: *There is a statistically significant relationship between age and employees performance.*

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Table 2.2.4: Relationship between age and employees performance

Independent variable: <i>age</i>	Dependent variable: work performance					
	Regression coefficient α	Stability coefficient β	Coefficient of correlation R	The coefficient of determination R^2	Signification	Proof of Hypothesis
Result	,187	1,782	,385 ^a	,148	,000	H1

The effect is statistically significant at level of $(0.05 \geq \alpha)$

Source: Prepared by the student based on SPSS program outputs

The results of the statistical analysis presented in the table above showed a strong statistically significant effect between individual work stress stressors on the performance of workers. Where the Coefficient of correlation $R=0,385$ at the level of $(0.05 \geq \alpha)$ which indicates a strong linear correlation estimated by 38, 5 % with a coefficient of determination $R^2 = 0,148$ which means that the age affects the performance of employees by 14%.

Accepting or denying the hypothesis:

Since the Signification is smaller than $(0, 05)$, we reject H_0 and accept H_1 which means that there is significant effect of age on the performance of workers.

Thus we obtain a regression equation of the following form: **$Y = 0,187X + 1,782$**

Sub-hypotheses 3: *The relationship between personality and employees performance.*

H0: *There is none statistically significant relationship between gender and employees performance.*

H1: *There is a statistically significant relationship between gender and employees performance.*

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Table 2.2.5: Relationship between gender and employees performance

Independent variable: <i>gender</i>	Dependent variable: work performance					
	Regression coefficient a	Stability coefficient b	Coefficient of correlation R	The coefficient of determination R ²	Signification α	Proof of Hypothesis
Result	,020	2,265	,035 ^a	,001	,702	H0

The effect is statistically significant at level of $(0.05 \geq \alpha)$

Source: Prepared by the student based on SPSS program outputs

The results of the statistical analysis presented in the table above showed none statistically significant effect between gender and employee's performance because $(\alpha > 0.05)$. Where the Coefficient of correlation $R = 0,035$ which indicates a low linear correlation estimated by 3,5 % with a coefficient of determination $R^2 = 0,001$ which means that the sources of individual pressures affect the performance of employees with just 0,1%.

Accepting or denying the hypothesis:

Since the Signification is bigger than (0, 05), we reject H1 and accept H0 which means that there is no significant effect of gender on the performance of workers.

Thus we obtain a regression equation of the following form: **$Y = 0,020X + 2,265$**

In the light of the results, we conclude that the most influential element of the individual work stress sources that have an effect on the performance of workers is that of "age" by 14%.

The third hypothesis: *The relationship between job-related stress sources and employees performance*

H0: *There is none statistically significant relationship between job-related stress sources (work nature, role conflict, workload) and employee's performance*

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H1: *There is a statistically significant relationship between job-related stress sources (work nature, role conflict, workload) and employee's performance*

Table 2.2.6: Relationship between job-related stress sources and employees performance

Independent variable: <i>job-related stress sources</i>	Dependent variable: work performance					
	Regression coefficient a	Stability coefficient b	Coefficient of correlation R	The coefficient of determination R ²	Signification α	Proof of Hypothesis
Result	,090	2,121	,107 ^a	,011	,244	H0

The effect is statistically significant at level of ($0.05 \geq \alpha$)

Source: Prepared by the student based on SPSS program outputs

The results of the statistical analysis presented in the table above showed none statistically significant effect between job-related stress sources and employee's performance because ($\alpha > 0.05$). Where the Coefficient of correlation $R = 0,107$ which indicates a low linear correlation estimated by 10 % with a coefficient of determination $R^2 = 0,011$ which means that the sources of individual pressures affect the performance of employees with just 1%.

Accepting or denying the hypothesis:

Since the Signification is bigger than (0, 05), we reject H1 and accept H0 which means that there is no significant effect of job-related stress sources on the performance of workers.

Thus we obtain a regression equation of the following form: **$Y = 0,090X + 2,121$**

Sub-hypotheses 1: *The relationship between work nature and employees performance.*

H0: *There is none statistically significant relationship between work nature and employees performance.*

H1: *There is a statistically significant relationship between work nature and employees performance.*

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Table 2.2.7: Relationship between work nature and employees performance

Independent variable: <i>work nature</i>	Dependent variable: work performance					
	Regression coefficient a	Stability coefficient b	Coefficient of correlation R	The coefficient of determination R ²	Signification α	Proof of Hypothesis
Result	,028	2,259	,051	,003	,582	H0

The effect is statistically significant at level of $(0.05 \geq \alpha)$

Source: Prepared by the student based on SPSS program outputs

The results of the statistical analysis presented in the table above showed none statistically significant effect work nature and employee's performance because $(\alpha > 0.05)$. Where the Coefficient of correlation $R = 0,051$ which indicates a low linear correlation estimated by 5,1 % with a coefficient of determination $R^2 = 0,003$ which means that the sources of individual pressures affect the performance of employees with just 0.3%.

Accepting or denying the hypothesis:

Since the Signification is bigger than $(0,05)$, we reject H1 and accept H0 which means that there is no significant effect of work nature on the performance of workers.

Thus we obtain a regression equation of the following form: **$Y = 0,028X + 2,259$**

Sub-hypotheses 2: *The relationship between role conflict and employees performance.*

H0: *There is none statistically significant relationship between role conflict and employees performance.*

H1: *There is a statistically significant relationship between role conflict and employees performance.*

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Table 2.2.8: Relationship between role conflict and employees performance

Independent variable: <i>role conflict</i>	Dependent variable: work performance					
	Regression coefficient a	Stability coefficient b	Coefficient of correlation R	The coefficient of determination R ²	Signification α	Proof of Hypothesis
Result	,057	2,151	,122	,015	,183	H0

The effect is statistically significant at level of $(0.05 \geq \alpha)$

The results of the statistical analysis presented in the table above showed none statistically significant affect role conflict and employee's performance because $(\alpha > 0.05)$. Where the Coefficient of correlation $R = 0,122$ which indicates a low linear correlation estimated by 12 % with a coefficient of determination $R^2 = 0,015$ which means that the role conflict affect the performance of employees with just 1.5%.

Accepting or denying the hypothesis:

Since the Signification is bigger than $(0,05)$, we reject H1 and accept H0 which means that there is no significant effect of work nature on the performance of workers.

Thus we obtain a regression equation of the following form: **$Y = 0,057X + 2,151$** .

Sub-hypotheses 3: *The relationship between workload and employees performance.*

H0: *There is none statistically significant relationship between workload and employees performance.*

H1: *There is a statistically significant relationship between workload and employees performance.*

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Table 2.2.9: Relationship between workload and employees performance

Independent variable: <i>workload</i>	Dependent variable: work performance					
	Regression coefficient a	Stability coefficient b	Coefficient of correlation R	The coefficient of determination R ²	Signification α	Proof of Hypothesis
Result	,016	2,275	,021	,000	,819	H0

The effect is statistically significant at level of $(0.05 \geq \alpha)$

Source: Prepared by the student based on SPSS program outputs

The results of the statistical analysis presented in the table above showed none statistically significant affect workload and employee's performance because $(\alpha > 0.05)$. Where the Coefficient of correlation $R = 0,021$ which indicates a low linear correlation estimated by 2.1 % with a coefficient of determination $R^2 = 0,000$ which means that the role conflict affect the performance of employees with 0%.

Accepting or denying the hypothesis:

Since the Signification is bigger than $(0,05)$, we reject H1 and accept H0 which means that there is no significant effect of work nature on the performance of workers.

Thus we obtain a regression equation of the following form: **$Y = 0,016X + 2,275$** .

The fourth hypothesis: *The relationship between organizational stress sources (work relationships, supervision, carrier development) and employee's performance*

H0: *There is none statistically significant relationship between organizational stress sources (work relationships, supervision, carrier development) and employee's performance*

H1: *There is a statistically significant relationship between organizational stress sources (work relationships, supervision, carrier development) and employee's performance*

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Table 2.2.10: Relationship between organizational stress sources and employees performance

Independent variable: <i>organizational stress sources</i>	Dependent variable: work performance					
	Regression coefficient	Stability coefficient	Coefficient of correlation	The coefficient of determination	Signification α	Proof of Hypothesis
	a	b	R	R ²		
Result	,283	1,616	,368 ^a	,135	,000	H1

The effect is statistically significant at level of ($0.05 \geq \alpha$)

Source: Prepared by the student based on SPSS program outputs

The results of the statistical analysis presented in the table above showed a strong statistically significant effect between organizational stress sources on the performance of workers. Where the Coefficient of correlation $R=0,368$ at the level of ($0.05 \geq \alpha$) which indicates a strong linear correlation estimated by 36.8 % with a coefficient of determination $R^2 = 0,135$ which means that the organizational stress sources affects the performance of employees by 13.5%.

Accepting or denying the hypothesis:

Since the Signification is smaller than (0, 05), we reject H0 and accept H1 which means that there is significant effect of organizational stress sources on the performance of workers.

Thus we obtain a regression equation of the following form: **$Y = 0,283X + 1,616$**

And in order to identify the main element of the individual work stress sources that has the greatest impact on the performance of workers. The following **sub-hypotheses** have been tested:

Sub-hypotheses 1: *The relationship between work relationships and employees performance.*

H0: *There is none statistically significant relationship between work relationships and employees performance.*

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H1: *There is a statistically significant relationship between work relationships and employees performance.*

Table 2.2.11: Relationship between Work Relationships and Employees Performance

Independent variable: work relationships	Dependent variable: work performance					
	Regression coefficient	Stability coefficient	Coefficient of correlation	The coefficient of determination	Signification α	Proof of Hypothesis
	a	b	R	R ²		
Result	,154	1,981	,313	,098	,000	H1

The effect is statistically significant at level of $(0.05 \geq \alpha)$

Source: Prepared by the student based on SPSS program outputs

The results of the statistical analysis presented in the table above showed a strong statistically significant effect between work relationships on the performance of workers. Where the Coefficient of correlation $R=0,313$ at the level of $(0.05 \geq \alpha)$ which indicates a strong linear correlation estimated by 31.3 % with a coefficient of determination $R^2 = 0,098$ which means that the work relationships affects the performance of employees by 9.8%.

Accepting or denying the hypothesis:

Since the Signification is smaller than $(0,05)$, we reject H_0 and accept H_1 which means that there is significant effect of work relationships on the performance of workers.

Thus we obtain a regression equation of the following form: $Y = 0,154X + 1,981$

Sub-hypotheses 2: *The relationship between supervision and employees performance.*

H0: *There is none statistically significant relationship between supervision and employees performance.*

H1: *There is a statistically significant relationship between supervision and employees performance.*

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Table 2.2.12: Relationship between work supervision and employees performance

Independent variable: supervision	Dependent variable: work performance					
	Regression coefficient a	Stability coefficient b	Coefficient of correlation R	The coefficient of determination R ²	Signification α	Proof of Hypothesis
Result	,099	2,002	,262	,069	,004	H1

The effect is statistically significant at level of $(0.05 \geq \alpha)$

Source: Prepared by the student based on SPSS program outputs

The results of the statistical analysis presented in the table above showed a statistically significant effect between supervision on the performance of workers. Where the Coefficient of correlation $R=0,262$ at the level of $(0.05 \geq \alpha)$ which indicates a low linear correlation estimated by 2.62% with a coefficient of determination $R^2 = 0,069$ which means that the supervision affects the performance of employees by 6.9%.

Accepting or denying the hypothesis:

Since the Signification is smaller than $(0,05)$, we reject H_0 and accept H_1 which means that there is significant effect of work relationships on the performance of workers.

Thus we obtain a regression equation of the following form: $Y = 0,099X + 2,002$

Sub-hypotheses 2: *The relationship between supervision and employees performance.*

H0: *There is none statistically significant relationship between carrier development and employees performance.*

H1: *There is a statistically significant relationship between carrier development and employees performance.*

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Table 2.2.13: Relationship between work carrier development and employees performance

Independent variable: <i>carrier development</i>	Dependent variable: work performance					
	Regression coefficient a	Stability coefficient b	Coefficient of correlation R	The coefficient of determination R ²	Signification α	Proof of Hypothesis
Result	,029	2,240	,055	,003	,548	H0

The effect is statistically significant at level of ($0.05 \geq \alpha$)

Source: Prepared by the student based on SPSS program outputs

The results of the statistical analysis presented in the table above showed none statistically significant affect carrier development and employee's performance because ($\alpha > 0.05$). Where the Coefficient of correlation $R = 0,055$ which indicates a low linear correlation estimated by 5.5 % with a coefficient of determination $R^2 = 0,003$ which means that the carrier development affect the performance of employees with just 0.3%.

Accepting or denying the hypothesis:

Since the Signification is bigger than (0,05), we reject H1 and accept H0 which means that there is no significant effect of carrier development on the performance of workers.

Thus we obtain a regression equation of the following form: **$Y = 0,029X + 2,240$** .

The fifth hypothesis: *The relationship between physical environment stress sources (work relationships, supervision, carrier development) and employee's performance*

H0: *There is none statistically significant relationship between physical environment stress sources (workplace design, safety, cleanness) and employee's performance.*

H1: *There is a statistically significant relationship between physical environment stress sources (workplace design, safety, cleanness) and employee's performance.*

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Table 2.2.14: Relationship between physical environment stress sources and employees performance

Independent variable: <i>physical environment stress sources</i>	Dependent variable: work performance					
	Regression coefficient	Stability coefficient	Coefficient of correlation	The coefficient of determination	Signification α	Proof of Hypothesis
	a	b	R	R ²		
Result	-,070	2,448	,064	,004	,490	H0

The effect is statistically significant at level of ($0.05 \geq \alpha$)

Source: Prepared by the student based on SPSS program outputs

The results of the statistical analysis presented in the table above showed none statistically significant affect physical environment stress sources and employee's performance because ($\alpha > 0.05$). Where the Coefficient of correlation $R = 0,064$ which indicates a low linear correlation estimated by 6.4 % with a coefficient of determination $R^2 = 0,004$ which means that the physical environment stress sources affect the performance of employees with just 0.4%.

Accepting or denying the hypothesis:

Since the Signification is bigger than (0, 05), we reject H1 and accept H0 which means that there is no significant effect of physical environment stress sources on the performance of workers.

Thus we obtain a regression equation of the following form: **$Y = -0,070X + 2,448$** .

Sub-hypotheses 1: *The relationship between workplace design and employees performance.*

H0: *There is none statistically significant relationship between workplace design and employees performance.*

H1: *There is a statistically significant relationship between workplace design and employees performance.*

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Table 2.2.15: Relationship between workplace design and employees performance

Independent variable: <i>workplace design</i>	Dependent variable: work performance					
	Regression coefficient a	Stability coefficient b	Coefficient of correlation R	The coefficient of determination R ²	Signification α	Proof of Hypothesis
Result	-,058	2,384	,083	,007	,365	H0

The effect is statistically significant at level of ($0.05 \geq \alpha$)

Source: Prepared by the student based on SPSS program outputs

The results of the statistical analysis presented in the table above showed none statistically significant affect workplace design and employee's performance because ($\alpha > 0.05$). Where the Coefficient of correlation $R = 0,083$ which indicates a low inverse linear correlation estimated by 8.3 % with a coefficient of determination $R^2 = 0,007$ which means that the workplace design affect the performance of employees with just 0.7%.

Accepting or denying the hypothesis:

Since the Signification is bigger than (0,05), we reject H1 and accept H0 which means that there is no significant effect of workplace design on the performance of workers.

Thus we obtain a regression equation of the following form: **$Y = -0,058X + 2,384$** .

Sub-hypotheses 2: *The relationship between safety and employees performance.*

H0: *There is none statistically significant relationship between safety and employees performance.*

H1: *There is a statistically significant relationship between safety and employees performance*

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Table 2.2.16: Relationship between workplace safety and employees performance

Independent variable: safety	Dependent variable: work performance					
	Regression coefficient a	Stability coefficient b	Coefficient of correlation R	The coefficient of determination R ²	Signification α	Proof of Hypothesis
Result	,000	2,304	,000	,000	,996	H0

The effect is statistically significant at level of $(0.05 \geq \alpha)$

Source: Prepared by the student based on SPSS program outputs

The results of the statistical analysis presented in the table above showed none statistically significant affect safety and employee's performance because $(\alpha > 0.05)$. Where the Coefficient of correlation $R = 0,000$ which indicates a none correlation between safety design affect the performance of employees

Accepting or denying the hypothesis:

Since the Signification is bigger than $(0,05)$, we reject H1 and accept H0 which means that there is no significant effect of safety on the performance of workers.

Sub-hypotheses 3: *The relationship between cleanness and employees performance.*

H0: *There is none statistically significant relationship between cleanness and employees performance.*

H1: *There is a statistically significant relationship between cleanness and employees performance*

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Table 2.2.17: Relationship between workplace cleanness and employees performance

Independent variable: <i>cleanness</i>	Dependent variable: work performance					
	Regression coefficient a	Stability coefficient b	Coefficient of correlation R	The coefficient of determination R ²	Signification α	Proof of Hypothesis
Result	-,041	2,364	,074	,006	,756	H0

The effect is statistically significant at level of $(0.05 \geq \alpha)$

Source: Prepared by the student based on SPSS program outputs

The results of the statistical analysis presented in the table above showed none statistically significant affect cleanness and employee's performance because $(\alpha > 0.05)$. Where the Coefficient of correlation $R = 0,074$ which indicates a low inverse correlation estimated by 7.4 % with a coefficient of determination $R^2 = 0,006$ which means that the cleanness affect the performance of employees with just 0.6%.

Accepting or denying the hypothesis:

Since the Signification is bigger than $(0,05)$, we reject H1 and accept H0 which means that there is no significant effect of cleanness on the performance of workers.

Thus we obtain a regression equation of the following form: **$Y = -0,041X + 2,364$** .

B. Using Statistica program version 8

Hypothesis testing:

H.1: *there is a statistically significant relationship between individual work stress sources and employee's performance.*

The first hypothesis proposed is that individual work stress sources have a relationship with employee's performance. The analysis shows that the contribution of individual work stress sources to employee's performance is significant and equal to 79.3% (H.1: $\beta_{1.1} = 0,793$, $p < 0.05$). This confirms the validity of this hypothesis according to the test.

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H.2: *there is a statistically significant relationship between job-related stress sources and employee's performance*

The second hypothesis proposed is that job-related stress sources have a relationship with employee's performance. The statistical test shows the following results (H.2: $\beta_2 = 0,182$, $p > 0.05$), which mean that there is a low correlation between job-related stress sources and employee's performance estimated with 18.2% which have no statistically significant, and for this purpose we can say that there is no validity of the hypothesis.

H.3: *there is a statistically significant relationship between organizational stress sources and employee's performance*

With regard to the third hypothesis, which states that there is a statistically significant relationship organizational stress sources and employee's performance, the results of the statistical analysis reveal that (H.3: $\beta_3 = 0,566$, $p < 0.05$) this indicates a strong correlation between the two variables estimated with 56.6% this shows the existence of a significant relationship and confirms the validation of this hypothesis.

H.4: *there is a statistically significant relationship between physical environment stress sources and employee's performance*

The fourth hypothesis concerning the influence of physical environment stress sources on employee's performance whose statistical tests provides the following detailed results (H.4: $\beta_4 = 0,134$, $p > 0.05$), according to the regression coefficients and the significance test, the environment stress sources has a low effect on employee's performance estimated with 13.4%. And because $p > 0.05$, we can therefore say that this hypothesis is not validated.

2.2.2 Discussion of the Main Results

Through the applied study conducted at **the emergency department of the university hospital center Dr Tidjani Damerdji, Tlemcen**, we obtained the following results:

Table 2.2.18: The results of the field study

	Hypothesis	Results
Main hypo	There is a statistically significant relationship between work stress and employees performance	Strong linear correlation estimated by 48.4 %

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First hypo	There is a statistically significant relationship between individual work stress sources and employees performance	strong linear correlation estimated by 30, 1 %
Sub-hypotheses	There is a statistically significant relationship between personality and employees performance.	low linear correlation estimated by 14.7 %
	There is a statistically significant relationship between age and employees performance.	strong linear correlation estimated by 38, 5 %
	There is a statistically significant relationship between gender and employees performance.	low linear correlation estimated by 3,5 %
second hypo	There is a statistically significant relationship between job-related stress sources (work nature, role conflict, workload) and employee's performance	low linear correlation estimated by 10 %
Sub-hypotheses	There is a statistically significant relationship between work nature and employees performance.	low linear correlation estimated by 5,1 %
	There is a statistically significant relationship between role conflict and employees performance.	low linear correlation estimated by 12 %
	There is a statistically significant relationship between workload and employees performance.	low linear correlation estimated by 2.1 %
Third hypo	There is a statistically significant relationship between organizational stress sources (work relationships, supervision, carrier development) and employee's performance	strong linear correlation estimated by 36.8 %
Sub-hypotheses	There is a statistically significant relationship between work relationships and employees performance.	strong linear correlation estimated by 31.3 %
	There is a statistically significant relationship between supervision and employees performance.	low linear correlation estimated by 2.62%
	There is a statistically significant relationship between carrier development and employees performance.	low linear correlation estimated by 5.5

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fourth hypo	There is a statistically significant relationship between physical environment stress sources (workplace design, safety, cleanness) and employee's performance.	low linear correlation estimated by 6.4 %
Sub-hypotheses	There is a statistically significant relationship between workplace design and employees performance.	low inverse linear correlation estimated by 8.3 %
	There is a statistically significant relationship between safety and employees performance.	no correlation
	There is a statistically significant relationship between cleanness and employees performance	low inverse correlation estimated by 7.4 %

Source: Prepared by the student based on SPSS program outputs

In order to test the hypotheses of our empirical model on the relationship between work stress and employees performance, the relations between the variables were studied by using the method of structural equations which is Statistica version 8 software.

Following the data obtained from the survey conducted on the sample of 120 workers at the emergency department of the university hospital center Dr Tidjani Damerdji, Tlemcen, results revealed the existence of a positive and significant relationship between the different latent variables of our structural model with the exception of the relationship between the job-related stress sources, physical environment stress sources and employees performance.

The results are satisfactory because the structural links between the variables were significant (less than 0.05) this indicates that the individual work stress, organizational stress sources influence more strongly on the employees performance then job-related stress sources and physical environment stress sources.

This can be explained by the fact that the sources of pressure selected for this study (job-related stress sources, physical environment stress sources) have no significant effect on the performance of workers in the emergency department, but they may have an impact in another area, for example, administration.

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With regard to the rest of the hypotheses related to the influence of individual work stress, organizational stress sources on the employees' performance, the results of the empirical study test revealed the positive influence between the various variables mentioned, which validates the hypotheses of our model under consideration.

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2.3 Chapter Conclusion

To sum up, that this research allows us to deal with a series of variables that better present the relationship between the concept namely work stress and employees performance. The results obtained from this empirical study are the most interesting following the use of the structural equations model. Indeed, the factorial analyses yielded several results that affirm the significant and positive impact of the individual work stress, organizational stress sources on the employees' performance, with the exception of the job-related stress sources and physical environment stress sources in which their impact was not statistically significant ($\alpha > 0.05$).

General Conclusion

In this present research which is based on both theoretical and empirical chapters, we found that work pressures as a component of the internal environment of the organization that affect the organizational behavior of individuals and the performance of human resources in general. And because it is not possible to find an organization; whether it produces goods or provides services free from labor pressures, however it is not easy to control “work stress. It is only enough that the organization possesses the required competencies to reduce them, and that, of course, totally depends on the effectiveness of the administration and the way of supervising individuals through achieving their integration and affiliation with their organization. This latter creates a sense of loyalty and sincerity in achieving the goals set for each individual in particular and the organization in generals.

The theoretical aspect of this research reveals that successful organizations provide great importance to the human assets as a source of success, excellence and creativity if they are given the freedom to take responsibility in an organizational environment characterized by independence in solving problems and making appropriate decisions. Taking both the nature and quality of work into account will further enhance the positive interaction between workers and patients. There is no doubt that the organization must recognize that the significance of the right conditions for work is a necessary condition for the most powerful of the management of organizations, namely, human resources. Their style, value and personality are governed by the Organization's facilities and services to achieve a successful performance and hence the Organization's overall objectives.

Sub-conclusions:

The most important conclusions reached by the field research on the problems of working pressure and their impacts on the performance of the human resource are as summarized in the following way:

A. There is a correlation between the hypothesis of the research and the results reached because there is an inverse relationship between the pressures of work and the performance of the human resource.

B. Employees also suffer from problems related to the nature of work, which are listed below:

- Increasing the burdens and responsibilities of employees due to multiple actions.

General Conclusion

- Blurred objectives and work procedures.

C. We also record the other type of suffering which refer to the problems of working conditions that include:

- The imbalance in the provision of certain physical and special working conditions: adaptation, lighting and others;
- Suffering from frequent noise and overcrowding in the workplace;
- Poor design of emergency department.

In the light of the findings obtained from the problems experienced by workers and the pressures they suffer during the exercise of their function, and the purpose of improving working conditions and then reduce the pressure and improve their performance, we recommend the following suggestions:

- Focusing on the employees' training based on intensive and extensive courses inside and outside the hospital in order to achieve growth, development and innovation in the working methods;
- More attention should be paid to the workers and the pressures that affect them even if they have not a direct influence on their performance;
- Searching for hidden and unknown pressures that may affect the performance of workers and find solutions;
- The workers' internal motivation improves their performance so the organization has to delegate tasks according to competences.
- Improvement of the internal working conditions in order to increase worker generosity and thus increase efficiency in performance
- The organization should use the positive points of work pressure in its interest by devising new ways to raise the employees' performance.
- Commitment to fairness and objectivity in evaluating employees ' performance and clarity regarding wages and incentives.

Finally, we note that there are many factors that affected the employee's performance, but it was not presented in our study. We leave it for future studies to research in.

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High school of management Tlemcen Specialty: Management of healthcare services



Questionnaire on the impacts of work pressure on employees ' performance

Dear Sir/Madam working in the emergency department of the university Hospital centre Dr Tidjani
Damerdji, Tlemcen:

For the preparation Master thesis in healthcare services management as a field of study; This present questionnaire was conducted in an attempt to identify the most important work pressures that may affect the employees' performance, therefore, you are kindly invited to respond each items by placing a sign (+) in front of the suitable answer that honestly and objectively expresses your opinion. The purpose of this study is purely scientific and your answer will be dealt with in accordance with the rules of honesty, scientific integrity and confidentiality, and will only be used for the purpose of a scientific research.

Rubric one: Work Pressures: Please select the box indicating the degree of your agreement or your non-agreement according to the scale below:

scale measuring	totally agree	agree	neutral	disagree	totally disagree
	1	2	3	4	5

numb	Items					
Firstly: Individuel sources						
1	I work alone and I can accomplish many tasks in a short time					
2	I am a good talker when it comes to work					
3	I am calm, patient and easy to treat					
4	I see that my age plays an important role in the way I deal with my work pressures.					
5	whenever the age is younger, the accept of pressures was greater					
6	My age is not keeping pace with modern technological developments					
7	I see that sex plays a role in determining the level of stressors (woman, man)					
8	Women's social status makes them more susceptible to stress					
9	Both women and men are more susceptible to work pressures.					
Secondly: Job related sources						
10	Sometimes I feel nervous because of the amount of work at the level of the emergency service that exceeds my abilities and my functional capacity					
11	My work requires speed, vigilance and attention to the implementation of medical and administrative procedures for patients					
12	I feel tired and exhausted when I finish my job.					
13	I feel like I'm doing some things that contradict my principles and thoughts.					
14	I receive instructions and orders from more than one responsible entity					

15	The work assigned is far from my experience and skills					
16	The nature of my work requires high concentration due to the tasks I do to keep the patient safe.					
17	In general cases I have difficulty convincing patients and their companions					
18	The nature of my work imposes the responsibility of maintaining the health of patients which increases the intensity of stress					
Thirdly: Organizational sources						
19	My relationships with my colleagues at work are generally good					
20	My relationships with my superiors are good					
21	In general, my relationships at work don't make me a source of pressure.					
22	There's always a direct supervisor back when I need to.					
23	My supervisor helps me to accomplish my daily tasks.					
24	The supervisor of my work is always guiding me					
25	I feel unable to progress in my career					
26	It is difficult to achieve my ambitions in my workplace					
27	Job opportunities are linked to vacancies and not efficient					
Fourthly: Environment sources						
28	Bad design of the emergency department causes me a strain.					
29	Congestion is increasing in the emergency department due to its bad design					
30	I suffer from poor lighting and ventilation at the department level.					
31	Safety and security conditions are available at my workplace					
32	I am afraid of infection from infectious diseases due to pollution and lack of hygiene					

Rubric two: Work Performance

Firstly: Task performance						
1	I am committed to duties and instructions that govern my work					
2	I plan well for work tasks before implementation					
3	I execute the required works efficiently and effectively.					
Secondly: Adaptive performance						
4	The institution in which I work performs training courses for employees in all wires.					
5	There are opportunities in my workplace to develop my skills for career progression.					
6	The foundation's formative courses help me in my career					
Thirdly: Contextual performance						
7	I have the ability to dialogue, manage discussion and communicate with colleagues					
8	My superiors are satisfied with my performance at work.					
9	I'm working on creating and maintaining positive relationships with my coworkers.					
Fourthly: Counterproductive work behavior						
10	There are violent actions in my workplace that limit my performance.					
11	I notice that there are bad behaviors in my workplace (theft, fraud, sexual harassment.....)					
12	I notice an administrative dropout in my workplace					

A. According to your opinion, what are the pressures of work you are facing?

.....
.....

B. Do you think the organization's management is working to provide a stress-free working environment? and how?

.....
.....

C. How do you evaluate your daily stress level?

LOW ☐ MEDIUM ☐ HIGH ☐

D. How do you classify your occupational stress symptoms?

Psy ☐ Behavioral ☐ Phys ☐

Gender:

Male: ☐

Female: ☐

Age:

Under 30 y.o ☐ Between 31-40 y.o ☐ Between 41-50 y.o ☐ older than 50 ☐

Social status:

Single ☐ Married: ☐ Divorced: ☐ Widow: ☐

Level of study:

Primary school ☐ Secondary school ☐ High school ☐ University ☐

Experience in work:

less than 5 years ☐ between 5-10 years ☐ Between 11-20 ☐ more than 21 y ☐

Current Position:

Chief Service: ☐ Doctor: ☐ Paramedic: ☐ Coordinator: ☐

Administrator: ☐

Biologist: ☐

Security agent: ☐

Clean Worker: ☐

pharmaceutics ☐

Thank you for your kind cooperation



	individual sources											
number	per 1	per 2	per 3	age 1	age 2	age 3	gdr 1	gdr 2	gdr 3	wrk-lid 1	wrk-lid 2	
1	5	3	4	2	4	4	3	4	2	1	2	
2	5	2	2	5	1	5	1	1	1	1	1	
3	1	1	2	3	3	3	2	2	2	1	1	
4	4	2	4	4	2	3	1	1	2	1	2	
5	4	2	2	4	2	2	1	1	1	2	2	
6	5	1	2	2	4	4	4	5	1	1	1	
7	2	2	3	1	1	5	1	1	2	4	2	
8	4	3	2	3	2	4	4	3	2	3	2	
9	2	1	2	1	1	4	1	1	2	1	1	
10	4	2	2	4	4	5	2	2	2	2	1	
11	4	3	4	4	5	5	3	1	1	1	1	
12	4	2	2	2	5	5	2	3	1	1	5	
13	3	3	1	3	1	5	1	1	2	1	1	
14	2	2	1	1	1	5	1	1	1	4	2	
15	1	1	1	1	1	1	1	2	1	1	1	
16	2	3	1	1	4	4	2	2	2	2	4	
17	4	2	2	1	5	5	1	1	1	1	1	
18	4	1	2	4	2	5	2	4	5	1	1	
19	4	1	1	5	4	4	2	2	2	1	1	
20	4	1	2	4	4	5	4	2	1	1	2	
21	1	2	3	1	1	4	1	2	3	1	2	
22	3	3	4	4	5	5	1	1	1	1	1	
23	3	2	3	1	2	4	2	4	1	5	1	
24	3	3	2	3	4	4	1	1	2	1	1	
25	2	3	5	3	4	1	5	5	5	5	5	
26	2	2	3	1	1	4	1	1	2	4	2	
27	4	3	2	4	3	2	4	4	3	1	3	
28	2	1	2	1	1	2	2	1	1	1	1	
29	4	2	2	4	4	5	2	2	2	2	1	
30	4	3	3	4	5	5	3	1	1	1	1	
31	4	2	2	2	5	5	2	3	1	1	5	
32	3	3	1	3	1	5	1	1	2	1	2	
33	2	2	1	1	1	5	1	1	2	4	2	
34	1	1	1	2	2	3	2	1	1	1	2	
35	2	3	1	1	4	4	2	2	2	2	4	
36	4	2	2	1	5	5	1	1	1	1	1	
37	1	1	2	1	1	5	2	2	1	1	2	
38	4	2	3	2	2	4	4	4	2	2	2	
39	4	1	2	1	1	5	2	1	1	2	1	
40	1	2	1	2	1	2	1	1	2	1	1	
41	4	2	3	3	4	5	5	2	1	1	1	
42	5	2	2	1	1	1	3	4	1	1	2	
43	2	2	2	2	4	4	4	4	2	2	2	
44	2	2	2	2	2	2	4	2	1	1	1	
45	2	3	1	3	2	4	2	3	2	2	3	

46	3	2	2	1	2	3	1	1	2	2	3
47	3	1	2	3	2	4	2	1	2	1	1
48	1	1	4	1	2	4	1	1	4	1	1
49	4	1	1	3	4	5	1	1	1	1	1
50	2	2	3	1	1	4	1	2	1	2	1
51	2	2	2	3	1	4	2	2	1	3	2
52	2	2	3	4	1	2	1	1	2	2	1
53	5	1	1	2	1	1	1	1	1	1	1
54	5	1	1	2	1	1	1	1	1	1	1
55	5	1	1	1	1	1	1	1	1	1	1
56	5	1	1	1	1	1	1	1	1	1	1
57	1	2	2	3	4	3	4	2	1	2	1
58	1	2	1	2	4	3	3	4	2	1	2
59	2	2	2	3	1	4	2	2	1	3	2
60	4	1	2	1	1	5	2	1	2	1	1
61	2	2	1	3	4	2	4	2	3	1	2
62	2	1	3	2	5	3	2	4	3	3	4
63	3	2	1	1	2	1	1	1	1	2	1
64	5	2	2	1	1	3	2	2	2	1	1
65	4	1	1	2	2	5	1	2	2	1	1
66	4	2	4	2	1	4	4	1	1	1	1
67	5	4	2	2	1	5	2	1	2	2	1
68	2	4	1	2	3	2	3	2	3	4	1
69	4	1	2	1	1	5	2	1	2	1	1
70	2	1	2	2	2	4	1	1	2	3	1
71	2	1	2	1	4	5	2	3	1	1	1
72	1	2	2	1	5	1	1	4	1	2	1
73	1	2	2	1	5	1	2	2	1	1	1
74	4	1	1	1	4	5	1	1	2	1	2
75	1	2	2	1	2	4	2	2	1	2	1
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119	4	2	2	4	4	5	2	2	2	2	1
120	1	1	2	1	2	3	4	1	4	2	1

work - source

job related sources								
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organizational sources							envirenmental sources			
wrk-rsh 3	sup 1	sup 2	sup 3	car-dev 1	car-dev 2	car-dev 3	struc 1	struc 2	lght-vnt	saft
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4	2	5	5	3	2	2	4	1	1	5
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3	3	5	2	1	2	1	1	1	1	5
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w o r k - p e r f o

	task performance			adaptive performance			context
clean	task-per 1	task-per 2	task-per 3	adap-per 1	adap-per 2	adap-per 3	cont-par 1
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1	1	1	1	3	5	5	5
3	1	2	3	5	4	3	4
2	2	3	5	2	3	1	5
2	2	1	2	5	4	4	2
2	2	1	1	5	4	4	2
2	2	1	2	5	3	4	1
1	1	1	1	5	4	5	2
1	1	2	2	5	5	3	2
1	1	2	3	5	4	3	4
3	3	3	2	3	4	5	1
5	1	2	1	4	5	4	4
1	1	1	1	5	5	5	2
2	2	2	2	4	4	4	4
2	2	3	2	5	5	5	2
2	2	2	2	5	4	4	2
1	1	1	1	5	4	5	2
2	2	2	2	4	4	4	4
2	1	2	1	5	5	5	1

r m a n c e

fuel performance		counterproductive perf			stress	
cont-per 2	cont-per 3	count-per 1	count-per 2	count-per 3	stress-lev	stress-synd
2	2	1	2	1	H	PSY
4	1	5	5	1	H	PSY
3	2	2	3	2	H	PSY+PHYS
3	2	2	2	2	H	PSY+PHYS
3	2	1	1	1	M	PSY+PHYS
1	1	1	1	1	H	PSY+PHYS
2	1	5	2	1	M	BEHAV
3	2	2	2	2	H	BEHAV+PHYS
1	1	1	2	1	H	PSY+PHYS
3	4	3	2	3	M	PSY
4	4	2	2	1	M	PHYS
2	1	3	3	3	M	BEHAV
1	1	2	2	2	M	PSY
3	3	2	3	2	H	BEHAV+PSY
2	1	1	1	1	H	BEH+PSY+PHYS
1	1	2	2	2	M	PHYS
2	1	1	1	1	H	PSY
1	2	4	3	3	M	PSY
2	1	2	3	2	H	PSY+PHYS
3	1	5	5	5	H	BEH+PSY+PHYS
2	2	1	2	2	M	PSY
3	5	2	1	1	H	PSY+PHYS
3	1	1	1	2	H	PSY+PHYS
2	1	1	1	1	H	PSY+PHYS
2	1	1	1	1	H	PSY+PHYS
2	2	5	2	1	M	BEHAV
3	2	2	2	2	H	PSY+PHYS
1	2	1	1	2	H	PSY
3	2	3	2	3	M	BEHAV
3	3	2	2	1	M	PSY+PHYS
2	1	5	5	5	M	BEHAV
1	1	2	2	2	M	PHYS
3	3	2	3	2	H	BEHAV+PHYS
1	1	2	2	1	H	PHYS
1	1	2	2	2	M	PHYS
2	1	1	1	1	H	BEHAV
1	1	3	3	3	H	PHYS
2	2	4	4	4	M	PHYS
1	1	2	5	4	H	BEHAV+PHYS+PSY
1	1	5	5	1	H	PSY+PHYS
1	2	1	1	1	H	PSY
1	2	5	4	2	M	PSY
2	2	2	4	4	L	PHYS
2	1	1	1	4	H	BEHAV+PHYS+PSY
2	1	2	2	1	M	PSY

1	2	2	3	2	M	BEHAV
2	1	1	2	1	M	PHYS
2	1	1	4	3	H	BEHAV+PHYS+PSY
2	2	1	1	1	H	BEHAV
2	1	1	1	3	M	PSY
3	2	2	1	3	L	PHYS+PSY
3	1	1	1	1	M	PHYS+PSY
2	1	2	3	3	H	PHYS+PSY
2	1	2	3	3	H	PHYS+PSY
2	2	1	1	2	H	BEHAV+PHYS+PSY
2	2	1	1	2	H	BEHAV+PHYS+PSY
2	4	1	2	2	H	BEHAV+PHYS
3	2	2	1	3	H	BEHAV+PHYS
3	2	2	1	3	L	PHYS+PSY
1	1	1	1	1	M	PSY+PHYS
1	2	3	1	3	H	BEHAVE+PHYS
1	2	1	2	1	M	PSY
1	1	3	3	2	H	PHYS
1	1	1	5	3	H	PSY+PHYS
1	1	1	1	1	H	PSY
1	1	1	1	1	H	PSY+PHYS
2	2	1	1	2	H	BEHAV+PHYS
2	2	3	2	4	M	BEHAV
1	1	1	1	1	M	PSY+BEHAV
2	2	1	2	2	H	PHYS
1	2	5	3	1	H	BEHAV+PHYS+PSY
1	1	4	4	1	M	BEHAV+PHYS
1	1	2	2	1	H	BEHAV
3	1	3	3	3	H	PSY+PHYS
2	2	1	1	1	H	BEHAV+PHYS+PSY
2	2	2	2	2	H	BEHAV+PSY
1	1	2	2	2	H	BEHAV+PHYS+PSY
2	2	1	1	1	H	BEHAV+PSY
2	2	2	1	1	H	PHYS
3	2	2	4	3	H	PHYS
1	1	2	2	2	H	PHYS
2	3	2	3	2	H	BEHAV+PSY
2	1	1	1	2	H	PHYS
1	1	4	3	2	M	PHYS
2	1	1	1	1	M	BEHAV+PHYS
1	1	1	1	1	H	BEHAV+PSY+PHYS
2	1	1	1	1	H	BEHAV+PHYS+PSY
1	1	2	5	1	H	BEHAV+PHYS
2	2	2	2	3	H	BEHAV+PHYS
3	1	2	3	1	H	PHYS
1	1	2	2	2	H	PSY
2	2	4	1	1	H	PSY+PHYS
1	1	2	2	2	M	PHYS
1	1	1	1	1	M	PSY+PHYS
1	1	1	1	1	H	PSY+PHYS

2	2	3	3	3	M	PHYS
1	1	4	2	1	M	BEHAV
1	1	1	1	1	H	BEHAV+PHYS
2	2	3	2	1	H	PHYS+PSY
1	2	5	3	1	H	PHYS+PSY+BEHAV
2	2	3	2	4	M	PSY+BEHAV
1	1	5	1	2	H	PHYS
1	1	1	1	1	H	BEHAV+PHYS
5	1	3	1	2	L	BEHAV+PHYS
1	3	1	2	1	L	PHYS
2	1	1	3	3	H	PSY+PHYS
2	1	1	3	3	H	PHYS+PSY
1	1	4	3	2	M	BEHAV
1	1	4	1	2	H	PHYS
2	2	3	2	4	M	PSY+BEHAV
5	1	3	1	2	L	BEHAV+PHYS
3	5	2	1	1	H	PSY+PHYS
2	2	1	2	1	H	PSY
2	1	1	1	1	H	BEH+PSY+PHYS
3	2	3	2	3	M	BEHAV
3	2	2	3	2	H	PSY+PHYS
2	1	1	3	3	H	PHYS+PSY
2	1	1	3	3	H	PSY+PHYS
3	4	3	2	3	M	PSY
1	1	4	2	1	M	PSY+BEHAV

Personnel information					
gender	age	social status	study level	experience	current function
FE	30-40	married	UNIV	11-20 Y	pharmacist
FE	Under 30 y	married	UNIV	under 5 y	
MA	Under 30 y	Single	UNIV	5-10 y	pharmacist
FE	Under 30 y	Single	UNIV	under 5 y	pharmacist
MA	41-50 Y	married	UNIV	More then 21 y	pharmacist
MA	30-40 Y	Single	UNIV	11-20 Y	pharmacist
FE	Under 30 y	Single	UNIV	under 5 y	DOCTOR
FE	Under 30 y	Single	UNIV	under 5 y	DOCTOR
MA	Under 30 y	Single	UNIV	under 5 y	DOCTOR
MA	Under 30 y	Single	UNIV	under 5 y	DOCTOR
FE	30-40 Y	married	UNIV	11-20	DOCTOR
FE	41-50 Y	married	UNIV	More then 21 y	DOCTOR
FE	More then 51	married	UNIV	More then 21 y	DOCTOR
MA	41-50 Y	married	UNIV	More then 21 y	DOCTOR
MA	Under 30 y	Single	UNIV	under 5 y	DOCTOR
FE	30-40 Y	Single	UNIV	5-10 Y	DOCTOR
MA	More then 51	Divorced	UNIV	11-20 Y	DOCTOR
FE	Under 30 y	married	UNIV	under 5 y	DOCTOR
MA	30-40 Y	married	UNIV	5-10 Y	DOCTOR
MA	41-50 Y	married	UNIV	11-20 Y	DOCTOR
FE	Under 30 y	Single	UNIV	under 5 y	DOCTOR
MA	30-40 Y	Single	UNIV	under 5 y	DOCTOR
MA	Under 30 y	married	UNIV	5-10 Y	DOCTOR
FE	30-40 Y	married	UNIV	11-20 Y	DOCTOR
FE	Under 30 y	Single	UNIV	under 5 y	DOCTOR
FE	41-50 Y	married	UNIV	11-20 Y	DOCTOR
MA	30-40 Y	married	UNIV	5-10 Y	DOCTOR
MA	Under 30 y	Single	UNIV	under 5 y	DOCTOR
MA	41-50 Y	married	UNIV	More then 21 y	DOCTOR
FE	Under 30 y	Single	UNIV	under 5 y	DOCTOR
FE	30-40 Y M	married	UNIV	5-10 Y	DOCTOR
FE	More then 51	married	UNIV	More then 21 y	DOCTOR
FE	30-40 Y	married	UNIV	11-20 Y	DOCTOR
MA	Under 30 y	Single	UNIV	under 5 y	DOCTOR
FE	30-40 Y	married	UNIV	5-10 Y	DOCTOR
MA	41-50 Y	married	UNIV	11-20 Y	DOCTOR
M	Under 30 y	Single	UNIV	under 5 y	DOCTOR
FE	30-40 Y	married	UNIV	5-10 Y	DOCTOR
MA	30-40 Y	Single	UNIV	5-10 Y	BIOLOGIST
FE	30-40 Y	married	UNIV	5-10 Y	BIOLOGIST
MA	30-40 Y	Single	UNIV	5-10 Y	BIOLOGIST
MA	Under 30 y	Single	UNIV	under 5 y	BIOLOGIST
MA	41-50 Y	married	UNIV	More then 21 y	COORDINATOR
MA	41-50 Y	married	HIGH SCHOOL	More then 21 y	COORDINATOR
MA	30-40 Y	Single	HIGH SCHOOL	5-10 Y	ADMINISTRATOR

MA	41-50 Y	married	HIGH SCHOOL	11-20 Y	ADMINISTRATOR
FE	Under 30 y	married	HIGH SCHOOL	under 5 y	ADMINISTRATOR
MA	41-50 Y	married	UNIV	11-20 Y	ADMINISTRATOR
FE	30-40 Y	Single	HIGH SCHOOL	5-10 Y	ADMINISTRATOR
FE	30-40 Y	married	HIGH SCHOOL	under 5 y	ADMINISTRATOR
MA	30-40 Y	married	UNIV	5-10 Y	ADMINISTRATOR
MA	41-50 Y	married	HIGH SCHOOL	11-20 Y	ADMINISTRATOR
FE	41-50 Y	Divorced	MIDDEL SCHOOL	5-10 Y	CLEANER
FE	41-50 Y	Divorced	MIDDEL SCHOOL	5-10 Y	CLEANER
FE	30-40 Y	married	MIDDEL SCHOOL	5-10 Y	CLEANER
FE	41-50 Y	married	MIDDEL SCHOOL	5-10 Y	CLEANER
MA	30-40 Y	married	MIDDEL SCHOOL	under 5 y	SEC-AGENT
MA	40-50 Y	married	MIDDEL SCHOOL	5-10 Y	SEC-AGENT
MA	30-40 Y	married	MIDDEL SCHOOL	5-10 Y	SEC-AGENT
FE	Under 30 y	Single	MIDDEL SCHOOL	under 5 y	SEC-AGENT
MA	30-40 Y	married	MIDDEL SCHOOL	5-10 Y	SEC-AGENT
FE	Under 30 y	married	UNIV	under 5 y	Paramedic
FE	30-40 Y	married	UNIV	5-10 Y	Paramedic
FE	Under 30 y	Single	UNIV	under 5 y	Paramedic
ME	Under 30 y	Single	UNIV	under 5 y	Paramedic
FE	Under 30 y	married	UNIV	5-10 Y	Paramedic
MA	41-50 Y	married	UNIV	11-20 Y	Paramedic
MA	41-50 Y	married	UNIV	More than 21 y	Paramedic
FE	Under 30 y	Single	UNIV	under 5 y	Paramedic
FE	30-40 Y	married	UNIV	5-10 Y	Paramedic
FE	Under 30 y	Single	UNIV	under 5 y	Paramedic
MA	30-40 Y	Single	UNIV	5-10 Y	Paramedic
MA	30-40 Y	Single	UNIV	5-10 Y	Paramedic
FE	Under 30 y	Single	UNIV	under 5 y	Paramedic
FE	Under 30 y	Single	UNIV	under 5 y	Paramedic
MA	30-40 Y	married	UNIV	5-10 Y	Paramedic
FE	Under 30 y	Single	UNIV	under 5 y	Paramedic
MA	30-40 Y	married	UNIV	5-10 Y	Paramedic
FE	Under 30 y	Single	UNIV	under 5 y	Paramedic
MA	30-40 Y	married	UNIV	5-10 Y	Paramedic
FE	Under 30 y	Single	UNIV	under 5 y	Paramedic
MA	30-40 Y	married	UNIV	5-10 Y	Paramedic
FE	Under 30 y	Single	UNIV	under 5 y	Paramedic
MA	Under 30 y	Single	UNIV	under 5 y	Paramedic
MA	Under 30 y	Single	UNIV	under 5 y	Paramedic
MA	30-40 Y	Divorced	UNIV	11-20 Y	Paramedic
MA	Under 30 y	Single	UNIV	under 5 y	Paramedic
FE	41-50 Y	married	UNIV	11-20 Y	Paramedic
MA	Under 30 y	Single	UNIV	5-10 Y	Paramedic
MA	30-40 Y	married	UNIV	5-10 Y	Paramedic
MA	30-40 Y	married	UNIV	11-20 Y	Paramedic
MA	30-40 Y	married	UNIV	5-10 Y	Paramedic
MA	Under 30 y	Single	UNIV	under 5 y	Paramedic
MA	Under 30 y	Single	UNIV	under 5 y	Paramedic
FE	Under 30 y	Single	UNIV	under 5 y	Paramedic
FE	Under 30 y	married	UNIV	5-10 Y	Paramedic

MA	Under 30 y	Single	UNIV	under 5 y	Paramedic
MA	30-40 Y	Single	UNIV	under 5 y	Paramedic
FE	Under 30 y	Single	UNIV	under 5 y	Paramedic
MA	Under 30 y	Single	UNIV	under 5 y	Paramedic
FE	Under 30 y	Single	UNIV	under 5 y	Paramedic
FE	30-40 Y	married	UNIV	5-10 Y	Paramedic
FE	Under 30 y	Single	UNIV	under 5 y	Paramedic
FE	Under 30 y	Single	UNIV	5-10 Y	Paramedic
FE	30-40 Y	married	UNIV	under 5 y	Paramedic
FE	30-40 Y	Single	UNIV	5-10 Y	Paramedic
MA	30-40 Y	married	UNIV	5-10 Y	Paramedic
MA	41-50 Y	married	UNIV	11-20 Y	Paramedic
MA	Under 30 y	Single	UNIV	under 5 y	Paramedic
FE	Under 30 y	Single	UNIV	under 5 y	Paramedic
FE	30-40 Y	married	UNIV	5-10 Y	Paramedic
FE	30-40 Y	married	UNIV	under 5 y	Paramedic
MA	30-40 Y	Single	UNIV	under 5 y	Paramedic
FE	30-40	married	UNIV	11-20 Y	Paramedic
MA	Under 30 y	Single	UNIV	under 5 y	Paramedic
MA	41-50 Y	married	UNIV	More then 21 y	Paramedic
MA	Under 30 y	Single	UNIV	5-10 y	Paramedic
MA	41-50 Y	married	UNIV	11-20 Y	Paramedic
MA	30-40 Y	married	UNIV	5-10 Y	Paramedic
MA	Under 30 y	Single	UNIV	under 5 y	Paramedic
FE	30-40 Y	married	UNIV	5-10 Y	Paramedic

Abstract

Employees in public health institutions in Algeria, similar to other countries in the world, face many and varied work pressures, especially those associated with the medical emergency services. Several previous studies have shown that the employees' performance is influenced by work pressures either in a positive or negative sense. Based on the background of these studies, the aim of this our research is to identify the **impact of work pressures (individual, functional, organizational and environmental) on the staff's performance in the Emergency Department at the University Hospital Center, Dr. Tidjani Damerdji Tlemcen**. The sample population includes 139 employees in the emergency department through the submission of a questionnaire as a research instrument, where the number of the questionnaires retrieved and valid for the analysis was (120). The results of the study were analyzed in two different ways (quantitative and qualitative), using the SPSS program version 20 and Statistica program version 8. Results reveal that the performance of the staff is more affected by Individual stressors and organizational stressors. On this basis, it is recommended that hospitals should adopt new methods and strategies in order to reduce work pressure on employees and try to transform them from destructive pressures to constructive pressures.

Key words: Management, Human Resources, work Stress, Employees Performance, Emergency Department, SEM.

الملخص:

يواجه الموظفون في مؤسسات الصحة العمومية بالجزائر على غرار دول العالم الاخرى ضغوط عمل كثيرة و متنوعة خاصة المنتسبين لمصلحة الاستعجالات الطبية الجراحية. أظهرت العديد من الدراسات السابقة التي أجريت في هذا المجال أن أداء الموظفين يتأثر بضغوط العمل إيجابيا أو سلبيا. وعليه هدفت دراستنا الى التعرف على مدى تأثير ضغوط العمل (الفردية، الوظيفية، التنظيمية و البيئية) على اداء الموظفين في مصلحة الاستعجالات الجراحية الطبية بالمركز الاستشفائي الجامعي الدكتور تيجاني دمرجي تلمسان. حيث شملت عينة الدراسة 139 موظفا من مختلف الاسلاك ينتمون كلهم للمصلحة موضوع الدراسة حيث تم استرجاع 120 استبانة صالحة للدراسة و بعد تحليل مختلف الاجابات و عرض نتائج الدارسة باستعمال طريقتين مختلفتين (كمية و نوعية) باستخدام كل من برنامج التحليل الاحصائي SPSS النسخة 20 و برنامج Statistica النسخة 8، خلصت الدراسة إلى أن أداء الموظفين في مصلحة الاستعجالات الجراحية الطبية بالمركز الاستشفائي الجامعي الدكتور تيجاني دمرجي تلمسان يتأثر أكثر بضغوط العمل الفردية و التنظيمية. تأسيسا على ما تقدم، يوصى بان تعتمد المستشفيات طرقا و استراتيجيات جديدة من اجل تخفيف الضغوط على الموظفين ومحاولة تحويلها من ضغوط هدامة الى ضغوط حافزة.

الكلمات المفتاحية: ادارة الاعمال، موارد بشرية، ضغط العمل، اداء الموظفين، مصلحة الاستعجالات، SEM