

  
أثر مصادر ضغط العمل على أداء الفرد العامل في شركات  
القطاع الخاص بمحافظة جدة بالمملكة العربية السعودية

**The impact of work pressure sources on individual performance in private sector institutions: A field study in private sector firms in Jeddah province, Kingdom of Saudi Arabia**

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**Introduction:**

In the modern era, organizations face scientific and practical developments due to the technical revolutions they are witnessing, which have become a feature of the modern era. The complexity of the organizations' work, their wide spread across different countries and regions, the increase in their size, the number of workers in them, and the complexity of their environment have posed a challenge to these organizations and affected their ability to continue and survive. This put pressure on its management, its employees, and their ability to adapt and cope with work requirements and conditions. Modern organizations face great responsibilities and burdens, as work in these organizations and at all levels has become a source of psychological stress and tension, as their workers are no longer viewed in a mechanical manner, but rather they must be dealt with in a humane manner that requires attention to their physical and psychological health because this is in the interest of the organization. For the benefit of employees, if they are exposed to a state of psychological and physical imbalance, which negatively affects their level of performance and productivity.

**Statement of research Problem:**

The complexity of the work environment, the expansion of the size of organizations, the increase in their humanitarian and social responsibilities, and the increase in the number of workers in them have created pressures on their employees, which has a negative impact on their psychological and physical health, as they experience anxiety and tension that affects their morale, which is reflected in the level of their performance and what results from it the negative effects. It is noted from previously conducted studies in this aspect, that there is an absence of a clearly defined strategy at the centers

of government agencies' administrations in Jeddah Province to identify the sources of stress and work pressure and how to deal with them, which constitutes a challenge for these organizations in light of a rapidly changing environment characterized by continuous technical changes and intense competition. Accordingly, the problem of the study can be framed with the following main question: What is the impact of sources of work pressure on the level of job performance among workers in private sector firms in Jeddah province in the Kingdom of Saudi Arabia?

**Importance of the study:**

1. The importance of this study lies in the fact that it deals with a very important topic in the modern era, as increasing work pressures have negative effects on the individual level, represented by tension, anxiety, and psychological and physical imbalance, which leads to heart disease, high blood pressure, diabetes, etc. In addition, why this has bad effects on productivity at work, in addition to the fact that the human element in these organizations is one of the most important elements of production.
2. This study also derives its importance from the importance of avoiding negative results of work pressure at the organization level, which are represented by absence, work turnover, inability to make sound decisions, dissatisfaction with work, neglect...etc.
3. The importance of this study also stems from the impact of increasing work pressure on the level of performance and productivity and the resulting financial costs arising from workers' treatment expenses, in addition to the fact that work pressure increases the costs of producing goods and services.
4. The importance of this study also lies in the fact that it will shed light on the sources of work pressure in the centers of government agencies under investigation in order

to avoid and contain it and maintain its positive levels in order to be motivating to work and energizing workers' enthusiasm.

5. This study also derives its importance from being one of the few studies that links sources of work stress and the level of job performance of employees.

### **Objectives of the study:**

This study aims to achieve the following main objectives:

1. Knowing the level of individual job performance among workers in private sector firms in Jeddah province.
2. Knowing the level of employees' awareness of the nature of the sources of work pressure in the private sector firms under study.
3. Explaining the impact of sources of work pressure on the level of job performance of workers in the centers of private sector firms under study
4. Forming a theoretical framework that explains the sources of work pressure.
5. Assist in providing recommendations to decision makers in the centers of private sector under study that contribute to containing sources of stress and work pressure.

### **Study questions:**



The study focuses on the following main questions:

1. What is the level of employees' awareness of the nature of the sources of work stress in the private sector firms under study?
2. What is the level of job performance of workers in private sector firms under study?
3. What is the level of influence of sources of work stress on the level of job performance of workers in private sectors firms in jeddah?

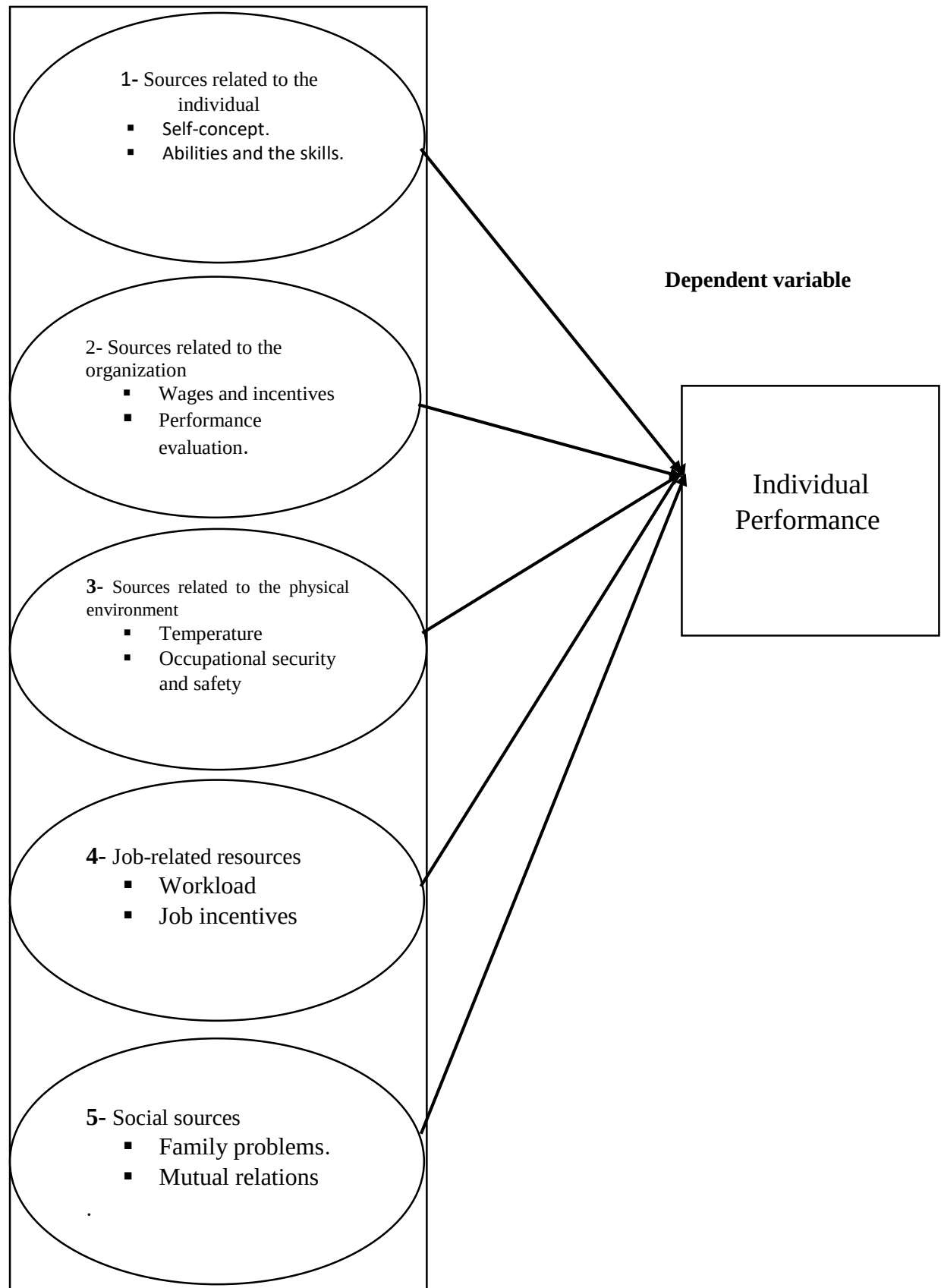
**Hypothesis of the study:**

The study revolves around the following main hypotheses:

- 1- There is no statistically significant effect at the significance level ( $\leq 0.5 \alpha$ ) for the sources of stress related to the individual (self-concept, abilities and skills) and the level of employee performance.
- 2- There is no statistically significant effect at the significance level ( $0.5 \geq \alpha$ ) of the related sources of pressure arising from the organization (wages and incentives, performance evaluation) on the level of employees' performance.
- 3- There is no statistically significant effect at the significance level ( $0.5 \geq \alpha$ ) of the sources of work stress arising from the physical environment (temperature, occupational security and safety) on the level of workers' performance.
- 4- There is no statistically significant effect at the significance level ( $0.5 \geq \alpha$ ) of work-related sources of stress arising from the job (workload, job incentives) on the level of employees' performance.
- 5- There is no statistically significant effect at the significance level ( $0.5 \geq \alpha$ ) of the social sources of work stress (family problems, Mutual relationships) on the level of employees' performance.

## The study model:

### Independent variables



The study will rely on two methods: the descriptive and analytical method, in which previous studies related to the subject, will be consulted to find out the sources of stress and work pressure in private and public business organizations in Jeddah province in the kingdom of Saudi Arabia. The second method is the field study method, in which a questionnaire will be published for workers in institutions. The private sector firms in Jeddah, where the questionnaire will be distributed to the study community for the purposes of answering the study's questions and hypotheses.

**Study population:**

The study population consists of all public sector employees in private sector firms in Jeddah province in the Kingdom of Saudi Arabia, numbering(450)employees distributed among all private sector institutions in the governorate.

**Study tool:**

Based on previous studies conducted on this subject, the researcher developed a questionnaire to measure the impact of sources of work stress on job performance.

**Study limitations:**

**Temporal limits:** The study was limited to the period of year 11445 H-2023 AD in terms of distributing and collecting the questionnaire, statistical analysis, and formulating theoretical research.

**Spatial limits:** The study was limited to workers in private sector firms in Jeddah province.

**Statistical processing:**

To answer the study's questions and test the validity of its hypotheses, descriptive and analytical statistics methods were used, using the SPSS program.

**Theoretical framework and previous studies:****First, theoretical framework:**

Gibson (1994: 263-264), defined stress as “an adaptive response modified and mediated by individual differences and psychological processes, which usually arises as a result of a specific action, event, or situation that imposes on the person special demands that may be physical or psychological”.

Weitten, 1999: 45-47, defined stress as a physiological, psychological, or behavioral response resulting from a situation or event that is confusing to the individual.

**Second, literature review:**

Many studies have appeared that explain the concept of work pressure and the most important:

Study carried by (Gibson, Ivancevich and Donnelly, 1994:266).This study indicates that there are different sources of job stress. It also indicates the impact resulting from the process of an individual's perception of job stress on the level of stress that the person feels and the role of individual differences in individuals - biological, cognitive, demographic and emotional on the process of the individual's perception.

Sources of job stress the study explains the sources of job stress as follows:

1. Physical environmental sources represented by pollution, noise and heat.
2. Sources at the individual level, represented by role conflict, role ambiguity, loss of control and responsibility, and work conditions.

3. Group-level sources: such as the unhealthy relationship between superiors and subordinates or between the subordinates themselves.
4. Sources at the organization level, represented by the lack of well-defined policies and weak organizational structure

Study (Kreitner and Kinicki, 1992:598-600):

This study explains the sources of work stress as follows:

Sources of organizational pressures are sources at the individual work level, sources at the group level, and sources at the organization level.

External sources: represented by economic and family conditions, quality of life, and others.

This study also explains individual differences in personality, age, gender, and adaptation, and also explains the results of sources of job stress, which may be behavioral, cognitive, and physiological. The results of this study will be adopted for the purposes of classifying the sources of job stress, based on which the hypotheses of this study will be formulated.

Study carried by (Muhammad, 2005: 129-137) titled “Individual and organizational factors that are related to work pressures: lack of time, intense discussion. The study was conducted on Canadian and Chinese employees to find out the relationship between work pressures and individual and organizational factors. The study revealed that there is an important and statistically significant relationship between individual and organizational factors and work pressures, time pressure and competition severe in both countries.

Study conducted by Vakola, Nikolaou, 2005:160-164 which in the title “Attitudes and Directions for Organizational Change: What is the Role of Work Pressure and Organizational Loyalty?” the study was conducted with the aim of identifying the

relationship between employees' attitudes towards organizational change, work pressures, and organizational loyalty among employees. The study revealed a negative relationship between professional work pressures and attitudes toward organizational change. It also revealed a negative relationship between work pressures and organizational loyalty, as when employees feel work pressures, their level of organizational loyalty decreases.

A study carried by (Bratt, et al, 2002) was about intensive care institutions in America and Canada, "The effect of stress and leadership style among nurses on job satisfaction among intensive care nurses" with the aim of identifying the effect of stress and leadership style on job satisfaction. The study revealed that most sources

Stress at work included: the way to deal with families of sick children, the way to deal with work teams, and sudden death cases that occur in intensive care units. The study also showed that the leadership style followed by nurses has an impact on the extent of the nurses under study's satisfaction with their work.

It is noted by reviewing previous studies that dealt with the sources of work pressure or that dealt with job performance that most of them focused on studying the impact of the sources of work pressure on creative behavior or job satisfaction. Some of them also focused on analyzing and identifying the sources of work pressure, according to knowledge of the researcher there is no previous study has ever dealt with the impact of sources of work pressure on employees' performance, as it is the only study in this field, and this is what distinguishes this study from previous ones. In addition, in this study, different dimensions of sources of work pressure were used, different from what has been used.□

## **Refernceses:**

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