

أثر الضغط المتعلق بالعوامل الاجتماعية والوظيفية والفرد والمنظمة على
أداء العامل الفرد في القطاع الخاص بمحافظة جدة

**The impact of Stress Associated with Social, Job, individual, and
organizational factors on individual performance in the private
sector, Jeddah**

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Abstract

The employee is considered the basis of the success of any organization through the work he performs and the efforts that he exerts, as he is the only capable person of managing other resources of the organization. The current study aims to discuss the impact of Stress Associated with Social, Job, individual, and organizational factors on individual performance in the private sector, Jeddah. This issue has necessitated the attention and follow-up of his level of performance and what makes an individual suffer from stress at work that leads to raising his morale and thus the level of his performance and the performance of the organization that an individual works. Overall, the study tried to answer the following question what is the level of work stress that individuals in private sector companies and its impact on work performance? This study concluded with the following findings:

- The f work stress experienced by members of the study sample was high in general as a result of the nature of work or the ambiguity of the role conflict or the workload.
- The sub-dimensions of work stress, the nature of work in an organization, social problems, and workload on the responding variable of work performance were found to be significant.

Based on these findings: the study suggested a grownup of recommendation: the most important ones are:

- Activating the concept of human relations in management because of its impact on promoting employee motivation.
- Finding the appropriate structure when dealing with work stress and turning them into incentives to work.

Keywords: Performance, Individual, Organization, Work Stress

المستخلص:

يعد العامل الفرد في مؤسسات القطاع الخاص اساس نجاح اي منظمة من خلال العمل الذي يؤديه ومقدار الجهد الذي يبذله باعتباره القادر الوحيد على ادارة الموارد الاخرى بالمنظمة . الامر الذي استلزم الاهتمام به ومتابعته مستوى ادائه وما يعانيه من ضغوط في العمل بشكل يؤدي الى رفع روحه المعنوية وبالتالي مستوى ادائه واداء المنظمة التي يعمل لها. وبشكل عام حاولت الدراسة الإجابة على السؤال ما هو مستوى ضغوط العمل لدى العامل في مؤسسات القطاع الخاص في المملكة العربية السعودية ومدى تأثيره في مستوى الاداء الوظيفي. وقد توصلت الى مجموعة من النتائج أهمها التالي:

-ان المستويات الخاصة لضغوط العمل التي يعاني منها افراد العينة المشاركة في هذه الدراسة كانت مرتفعة بشكلها العام سواء ما كان منها ناتج عن طبيعة العمل او قلة الحوافز او عبء العمل. وجود تأثير ذو دلالة معنوية للأبعاد الفرعية لضغوط العمل والمتمثلة في طبيعة العمل ، عبء العمل ، تدني الحوافز والأداء والوظيفي.

وبناء على الاستنتاجات فقد اقترحت الدراسة مجموعة من التوصيات أهمها:

-تفعيل مفهوم العلاقات الانسانية في الادارة لما في ذلك من أثر في تعزيز دافعية العاملين.

-ايجاد البنية المناسبة في التعامل الفعال مع الضغوط وتحويلها الى محفزات للعمل.

Table of Contents

Abstract	2
المستخلص:	3
List of Figures	5
List of Tables	6
Introduction	7
Statement of research Problem:	7
Importance of the study:	8
Objectives of the study:	9
Study questions:	9
Hypothesis of the study:.....	10
Literature Review.....	11
Definition of the stress:.....	11
Work stress:	11
Sources of work stress:	12
Sources of stress at work:	12
Effects of stress:.....	13
Organizational strategies for dealing with stresses:.....	13
Job performance:.....	14
Concept of Performance.....	14
The relationship between work stress and the level of job performance:.....	15
Study Reviews:	17
Methodology	20
Introduction:.....	20
Study approach:	20
Study population:	20
Study limitations:	21
Statistical processing:.....	21
Data Collection Tool:.....	21
Study Population and Sample	22
Reliability:.....	22
Construct Validity (Internal consistency):	23
Material and Methods:	25
Data Analysis and Results Interpretation	26
Introduction:.....	26
Demographic characteristics.....	26
Part II. Descriptive analysis for questionnaire dimensions:.....	30
Part III. Test of Research Hypotheses:	34
Results summary:.....	40
Conclusion and Recommendation	42
First the conclusions:	42
Second the Recommendations:	43
References.....	44
Questionnaire	45

List of Figures

Figure		Page No.
1	Figure (1) study model shows the dependent and independent variables	22
2	Figure 4.1 Frequency distribution of participants according to Gender.	26
3	Figure 4.2 Frequency distribution of participants according to Marital status.	27
4	Figure 4.3 Frequency distribution of participants according to Experience.	28
5	Figure 4.4 Frequency distribution of participants according to Managerial level.	29
6	Figure 4.5 Frequency distribution of participants according to Education qualification.	30

List of tables

	Table	Page No.
1	Table 3.1 Reliability by Cronbach's Alpha Coefficients	23
2	Table 3.2. construct validity of the questionnaire by method of Pearson Correlation Coefficient	24
3	Table 3.3. Five-level Likert scale items	24
4	Table 4.1. Frequency distribution of participants according to Gender	26
5	Table 4.2. Frequency distribution of participants according to Marital Status	27
6	Table 4.3. Frequency distribution of participants according to Experience	27
7	Table 4.4. Frequency distribution of participants according to Managerial Level	28
8	Table 4.5. Frequency distribution of participants according to Education qualification	29
9	Table 4.6. Mean, standard deviation, and rank of responses toward Individual working performance	30
10	Table 4.7. Mean, standard deviation, and rank of responses toward pressure Associated with the Job, individual, organization, and social factors	32
11	Table 4.8. Simple linear regression for the impact of job factors on employee performance	35
12	Table 4.9. Simple linear regression for the impact of individual factors on employee performance	36
13	Table 4.10. Simple linear regression for the impact of organization factors on employee performance	37
14	Table 4.11. Simple linear regression for the impact of social factors on employee performance	39

Chapter [1]

Introduction

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 widespread 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 mechanically, 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 hurts 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 pressure Associated with the social, functional, and individual factors on the performance of individuals working in private sector organizations in Jeddah Governorate 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, 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 to avoid and contain it and maintain its positive levels to motivate to work and energize workers' enthusiasm.
5. This study also derives its importance from being one of the few studies that link 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 work pressure in the private sector firms under study.
3. Explaining the impact of work pressure associated with the job to working individuals in 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 the 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 impact of pressure associated with social issues on an individual working in private sector organizations in Jeddah?
2. What is the impact of pressure-associated jobs for individuals working in private sector firms in Jeddah?
3. What is the impact of pressure associated with individual factors in individuals working in private sector firms in Jeddah?

The 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 pressure related to the individual (self-concept, abilities, and skills) and the level of employee performance in private sector origination.
- 2- There is no statistically significant effect at the significance level ($0.5 \geq \alpha$) of pressure associated with the job (workload, job incentives) on the employees' performance in private sector organization.s
- 3- There is no statistically significant effect at the significance level ($0.5 \geq \alpha$) of the social issues of work stress (family problems, Mutual relationships) on the employees' performance in private sector organizations.

Chapter [2]

Literature Review

Definition of the stress:

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), defined stress as a physiological, psychological, or behavioral response resulting from a situation or event that is confusing to the individual.

Work stress:

A large number of researchers agree in defining what is meant by work stress. Paske& Kono, and Ivancevich(2002) defined it as the act or situation in which there is a lack of compatibility between the individual and his profession or between him and his requirements, which creates an internal effect that creates a state of psychological or physical imbalance within the individual. It can also be defined as a subjective experience that causes a psychological or physical imbalance in the individual, such as tension, nervousness, constant anxiety, or frustration, in addition to organizational symptoms, including a high rate of work turnover and low quality. Other definitions of work stress are the pressures caused by work or to which workers are exposed in the work environment. Due to the nature of the work or as a result of practices related to the work system, directly or indirectly, for a long period (Paske, Kono, and Ivancevich,2002).

Sources of work stress:

Work stress arises from many causes present at work or its environment, and they are responses that not all individuals can adapt to, as individuals differ in their degree of compatibility and according to the nature of their personalities. In general, the sources of stress at work can be divided into two parts: a group of factors related to the organization or work and a group of factors related to the individual's life. Personality and as far as the matter is concerned with the current research, the first group will be addressed by research and study.

Sources of stress at work:

Some jobs, by their nature, include high pressure. The stress of Causes Related - work. There are some jobs, by their nature, that include high pressure, such as the professions of doctors, senior managers, and firefighters, because such jobs require making dangerous decisions, continuous focus, or working in an unsafe environment. These jobs require carrying out duties. It is atypical and requires intellectual suffering, continuous interaction with people, and effort to satisfy their desires

Conflict Role: Conflict occurs when an individual at work is exposed to a conflicting set of role expectations between the requirements of his work and another set of expectations from those in charge about the same work or role. The conflict may be between the requirements of the individual's role at work and his requirements outside of work, such as his family duties.

Ambiguity role: This occurs when the individual does not know exactly what is required of him to do his job.

Load Under and Load Over: Loading the working individual with burdens beyond his capacity is considered a source of stress. Loadover may

be in quantitative terms, as the individual is asked to do more work than he can accomplish in the specified time, or it may be in a qualitative form, such as asking the individual to perform work that does not suit his aptitudes and abilities. Loading an individual with less work than he should be is considered a source of stress.

Effects of stress:

Statistics indicate that the effects of stress cost the United States of America about 10% of the gross national product or approximately 500 billion dollars annually. Most of this cost goes to treating physical diseases resulting from stress due to its impact on the psychological health of the individual. The most costly of these effects are the effects on the level of performance. The individual at work and thus his productivity. Most studies indicate that there is a negative relationship between work stress and job performance. Meaning that work pressures hinder individuals and the organization from achieving their goals. This is because individuals will spend their time trying to overcome these pressures. These studies also indicate that work pressures are the main factor in many organizational problems, especially low performance, leaving work, absenteeism, and aggression. All of this leads, as a result, to a decrease in the effectiveness of the organization. In the opposite direction, some researchers believe that an appropriate amount of work pressure can be considered to represent excitement in the worker's life so that the individual feels pleasure, renewal, change, and challenge.

Organizational strategies for dealing with stresses:

There are some specialized methods that management can benefit from in an attempt to reduce the damage resulting from exposure to pressure, and among these methods are:

Developing selection and appointment systems: The selection and appointment systems used in the vast majority of organizations measure an individual's ability to do the required work and carry out his responsibilities quantitatively and efficiently without concern for measuring that individual's ability to withstand the pressures resulting from that work. Therefore, these systems need to be developed in a way that enables them to choose individuals who can deal with the work pressures generated by the advertised job.

Worker assistance programs: This strategy includes providing medical and therapeutic services to workers and providing appropriate preventive measures through an integrated team of doctors and psychologists.

Incentive systems and performance evaluation: The individual's feeling that his performance is the subject of a fair, objective evaluation by the organization prompts the individual to prepare to reduce the work pressures resulting from the nature of his job to a large extent.

Social activities: Parties and trips organized by the organization serve as a good opportunity to increase ties, acquaintance, and understanding among the organization's employees and remove the pressures that daily work frictions may generate in an atmosphere of familiarity away from work formalities.

Job performance:

Concept of Performance:

Performance is a fundamental concept for governmental organizations and business organizations alike. The concept of performance varies from one researcher to another depending on the data and objectives of the research and according to the approach through which they look at performance. Wiersema & Robbins (1995) defined it as the best use of the material and human resources available to achieve the organization's goals, its

sustainability, and maintaining its advantage. Competitiveness, where the concept of performance is linked here to optimal use. Some of them give great attention to the desired results as a result of performance, as Al-Khatib(2002) defined it as the final result of the individual's activities, or it is a reflection of the individual's ability and ability to achieve the organization's goals. Daft,1992 describes performance as the individual's ability to achieve the organization's goals through the optimal use of available resources efficiently and effectively. Management literature indicates Performance is the result of the interaction of three factors: ability, motivation, and potential. An individual may have the ability to perform a certain job, but he will not be able to perform it well if he does not have the motivation to perform it. On the other hand, he may have sufficient motivation to perform the work. However, he will not perform it properly if he loses the ability to do so or if he does not have the opportunity to do so. Therefore, the lack of one of the variables of the performance function does not lead to high-level outputs, and this will be reflected in his performance and vice versa.

When performance is negative, it does not necessarily mean a lack of effort or a lack of direction or ability, but other variables may prevent effective performance from being determined, the most important of which is the lack of time needed to complete a particular job, a lack of facilities necessary for work, and the organization's policy also plays a role in changing the individual's behavior. Performing the work and you may put the steps to perform it in an unhelpful way.

The relationship between work stress and the level of job performance:

Some studies indicate a negative relationship between work stress and performance. These pressures act as obstacles to the individual at work. To address these obstacles, the individual resorts to spending a large amount

of time to control them. He may resort to some tricks at work, such as deception and fraud, or these pressures may affect physical performance. The individual may suffer from heart disease, digestive disorders, and ulcers. The individual's mental performance is also affected, as the mental processes of remembering and linking information and reasoning become weak, or the individual may resort to aggression with colleagues, subordinates, and superiors because all his senses and mental and psychological energies are directed to sources of pressure and to adapting to them. Which leads him to do his work with a low level of attention. Pressure also creates a kind of tension and frustration in him, which leads him to not feel motivated for his work, so the level of performance falls below the required or expected level. Researchers in this direction say that the presence of low pressure does not create challenges for the individual that urge him to work, but as the level of work pressure increases, it increases in return. The magnitude of the challenge facing the individual, leads him to raise the level of performance. All the problems or difficulties that an individual is exposed to at work are merely challenges that necessarily lead to building patterns of behavior that then lead to better performance. The third trend believes that there is a linear, curved relationship between work pressure and performance. The presence of a low level of pressure will not motivate individuals to work, and they will feel bored, decreased motivation, and frequent absences from work. The presence of a high level of pressure will lead to the absorption of individuals' abilities in an attempt to combat that pressure. As a result, their abilities are exhausted, and the individual becomes insomnia and hesitates to make decisions. Therefore, the proponents of this trend believe that the presence of a moderate level of pressure helps the individual to find a kind of balance in his strengths and abilities, so he distributes them between completing work and combating those pressures.

Study Reviews:

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

A study was carried out by (Gibson, Ivancevich, and Donnelly, 1994). 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 are represented by pollution, noise, and heat.
2. Sources at the individual level are 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):

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 to classify the sources of job stress, based on which the hypotheses of this study will be formulated.

A study carried out by (Muhammad, 2005) 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 in both countries.

A study conducted by Vakola, Nikolaou, (2005) titled “Attitudes and Directions for Organizational Change: What is the Role of Work Pressure and Organizational Loyalty?” the study was conducted to identify 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 out 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" to identify the effect of stress and leadership style on job satisfaction. The study revealed that most sources of 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 the 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.

Chapter [3]

Methodology

Introduction:

This study aims to study the impact of pressure associated with the social, job and individual and organizational factors on employee performance in private sector companies in Jeddah Governorate. The study is a cross sectional case study that encompassed all private sector companies in Jeddah. The study method is a quantitative study with a descriptive-analytical method.

Study approach:

This study relies 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 to answer 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 organizations in the governorate.

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.

Data Collection Tool:

The primary study tool is a questionnaire – which was developed by the researcher – divided into two main parts. The first part of the questionnaire includes personal information about participants. The second part is comprised of 19 questions (five-level Likert scale) related to the 5 variables (dependent and independent variables).

Part I. General Information about the participants, which contains; Gender, Marital Status, Experience, Managerial level, and education qualification.

Part II. Research dimensions, which demonstrate one dependent variable and four independent variables – as follows:

- 1\ Individual working performance – contains 6 phrases.
- 2\ Job factors – contains 4 phrases.
- 3\ Individual factors – contains 3 phrases.
- 4\ Organization factors – contains 3 phrases.
- 5\ Social factors – contains 3 phrases.

Study Population and Sample:

The research population included all employees in private sector firms in Jeddah province in the Kingdom of Saudi Arabia. A simple random sample was selected amounting to (450) employees in private sector firms in Jeddah province in the Kingdom of Saudi Arabia.

Variables of the study:

The study model:

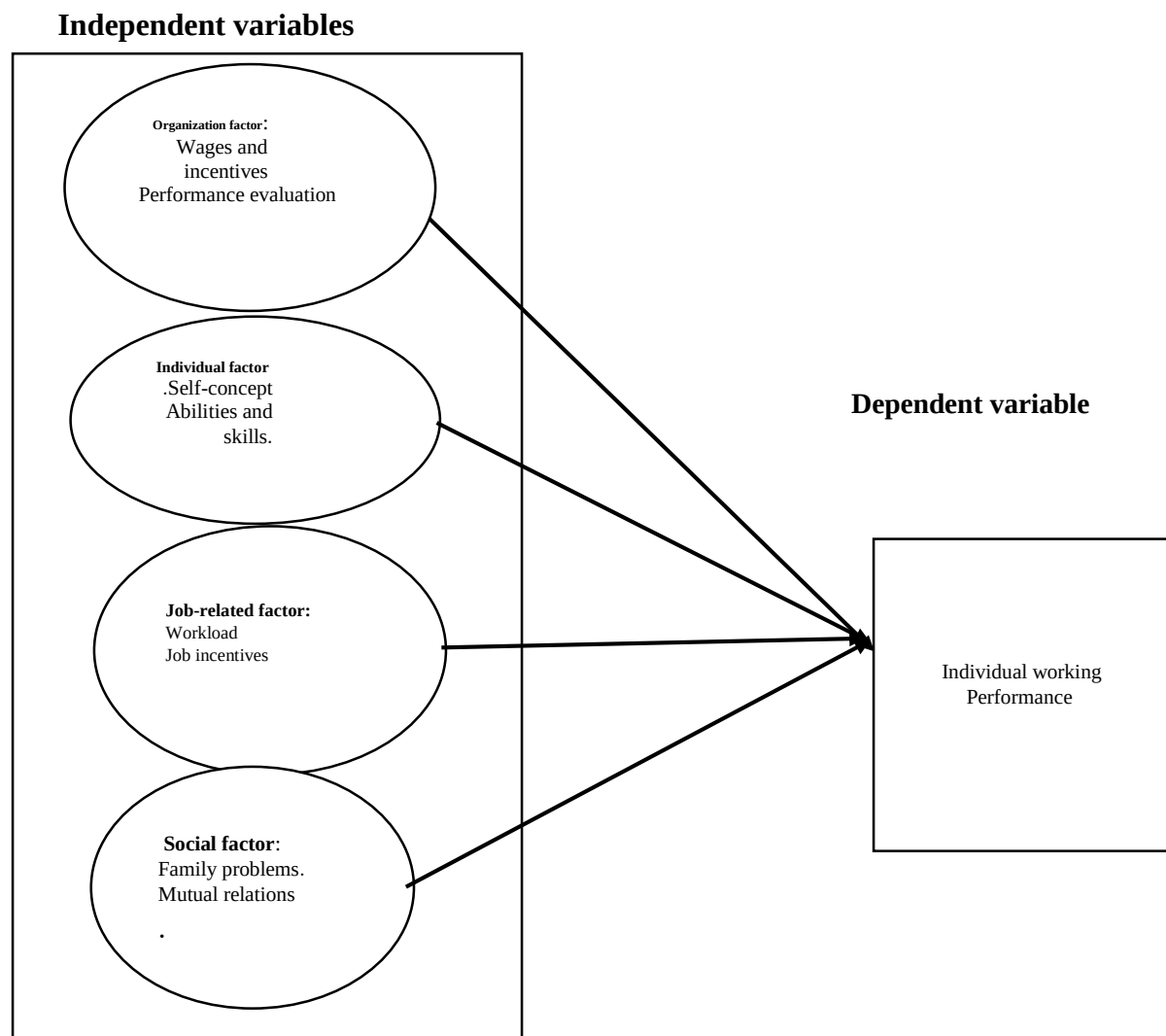


Figure (1) study model shows the dependent and independent variables

Reliability:

The reliability test is used to measure whether a survey instrument produces the same results when administrated several times, either within the same population or with a similar population. A reliable survey is

expected to reproduce similar results each time. (Swanlund, 2011), and one of the most common methods of reliability is Cronbach's Alpha coefficient.

Cronbach's alpha reliability coefficient normally ranges between (0 – 1), so, the closer the coefficient to 1.0 the greater the reliability. *George and Mallery* (2003) provide the following rules of thumb: “> 0.9 Excellent, _ > 0.8 Good, _ > 0.7 Acceptable, _ > 0.6 Questionable, _ > 0.5 Poor, and _ < 0.5 Unacceptable” (p. 231).

In this study, Cronbach's Alpha method is used, and the results showed that all coefficients are >0.8 which is good and meets the researcher's satisfaction of reliability [Table 3.1].

Table 3.1 Reliability by Cronbach's Alpha Coefficients

Dimensions	No of Items	Cronbach's Alpha
Individual working performance	6	0.891
Job factors	4	0.894
Individual factors	3	0.893
Organization factors	3	0.881
Social factors	3	0.834
Overall	19	0.961

Construct Validity (Internal consistency):

“Validity” generally refers to the process of ensuring that the survey accurately measures what it is intended to measure (*Hair et al., 2006*). The researcher used the Pearson Correlation Coefficient to test the relationship between each item/phrase and the total score of the dimension it belongs to. The results showed that all correlation coefficients came in the range (0.722 – 0.913), which is positive, high, and significant at level (0.01), so the questionnaire enjoys a high level of construct validity and the items in each dimension measure it [Table 3.2].

Table 3.2. Construct validity of the questionnaire by method of Pearson
Correlation Coefficient

Dimension	S	Correlation coefficient	p-value	S	Correlation coefficient	p-value
Individual working performance	1	.745**	0.000	4	.866**	0.000
	2	.809**	0.000	5	.783**	0.000
	3	.845**	0.000	6	.783**	0.000
Job factors	1	.722**	0.000	3	.747**	0.000
	2	.735**	0.000	4	.727**	0.000
Individual factors	1	.897**	0.000	3	.913**	0.000
	2	.913**	0.000			
Organization factors	1	.902**	0.000	3	.902**	0.000
	2	.893**	0.000			
Social factors	1	.855**	0.000	3	.898**	0.000
	2	.853**	0.000			

From Tables (3.1 & 3.2), it is safe to see that the questionnaire in its final form enjoys excellent reliability and construct validity (internal consistency). All items/phrases in each dimension measure the dimensions they belong to. These results make the researcher satisfied with the questionnaire, and accordingly, the results reached by the questionnaire thereafter will be valid and reliable.

Table 3.3. Five-level Likert scale items:

Answer	Weight	Weighted Mean
Strongly disagree	1	1 -< 1.8
Disagree	2	1.8 -< 2.60
Neutral	3	2.60 -< 3.40
Agree	4	3.40 -< 4.20
Strongly Agree	5	4.20 - 5

The table above shows the weights for responding levels of the statements and the weighted mean – according to the five-level Likert scale. Likert scaling is a bipolar scaling method, measuring either a positive or a negative response to a statement.

Material and Methods:

The software SPSS version (24) has been used to perform the statistical analysis, in addition to Microsoft excel to make charts. The statistical processes and tests used are:

- 1\ Cronbach's Alpha to test the reliability of the questionnaire
- 2\ Pearson correlation to test construct validity
- 3\ Frequency and percentage to describe participants according to demographics
- 4\ Mean and standard deviation
- 6\ Simple linear regression to test hypotheses.

Chapter [4]

Data Analysis and Results Interpretation

Introduction:

In this chapter, the researcher is going to achieve research objectives and test hypotheses by using the statistical tests and techniques mentioned in the methodology section. The start will be by describing the participants' demographic characteristics and describing each dimension in the questionnaire, and then testing the required relationships to address objectives and hypotheses.

Demographic characteristics:

Table 4.1. Frequency distribution of participants according to Gender

Gender	N	%
Male	281	62.4%
Female	169	37.6%
Total	450	100.0%

From Table 4.1, it is found that the majority 62.4 % of participants are male, while the females are 37.6% of the participants. The following pie chart shows these percentages:

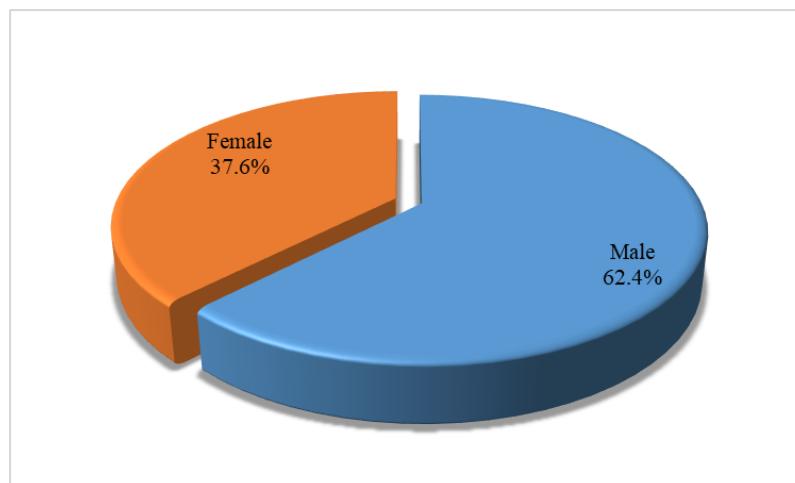


Figure 4.1 Frequency distribution of participants according to Gender.

Table 4.2. Frequency distribution of participants according to Marital Status

Marital status	N	%
Single	102	22.7%
Married	348	77.3%
Total	450	100.0%

From Table 4.2, it is found that the majority 77.3 % of participants are married, while the singles are 22.7% of the participants. The following pie chart shows these percentages:

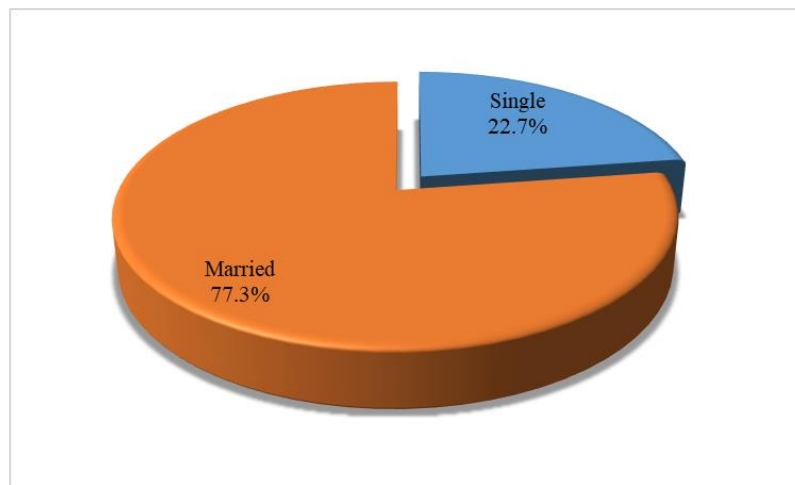


Figure 4.2 Frequency distribution of participants according to Marital status.

Table 4.3. Frequency distribution of participants according to Experience

Experience	N	%
≤ 5 year	249	55.3%
6 – 10 years	105	23.3%
11 – 15 years	67	14.9%
≥ 15 years	29	6.4%
Total	450	100.0%

From table 4.3, it is found that 55.3 % of participants have experience (5 years or less), 23.3% their experience is (6 – 10 years), 14.9% their experience is (11 – 15 years), and only 6.4% their experience is (15 years and more). The following bar chart shows these percentages:

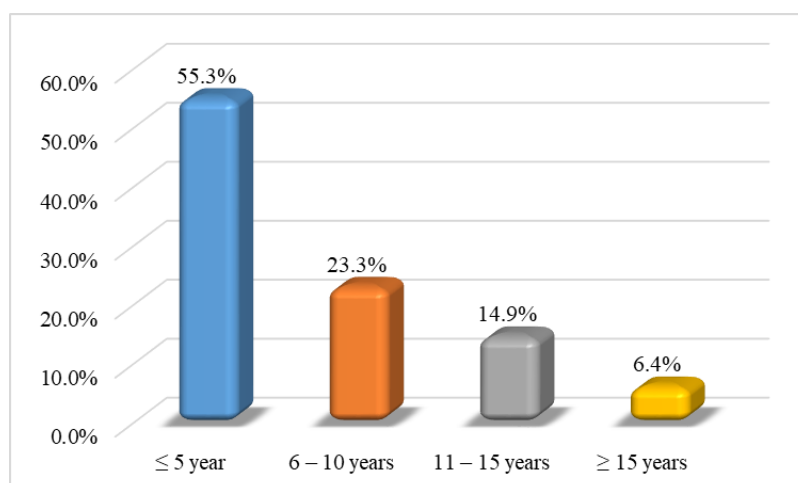


Figure 4.3 Frequency distribution of participants according to Experience.

Table 4.4. Frequency distribution of participants according to Managerial Level

Managerial level	N	%
Director	20	4.4%
Assistant Manager	49	10.9%
Head of the department	81	18.0%
Head of division	44	9.8%
Employee	256	56.9%
Total	450	100.0%

From Table 4.4, it is found that 56.9 % of participants are employees, 18.0% their managerial level is (heads of department), 10.9% their managerial level is (assistant managers), 9.8% are (heads of division), and only 4.4% of participants their managerial level is (director). The following pie chart shows these percentages:

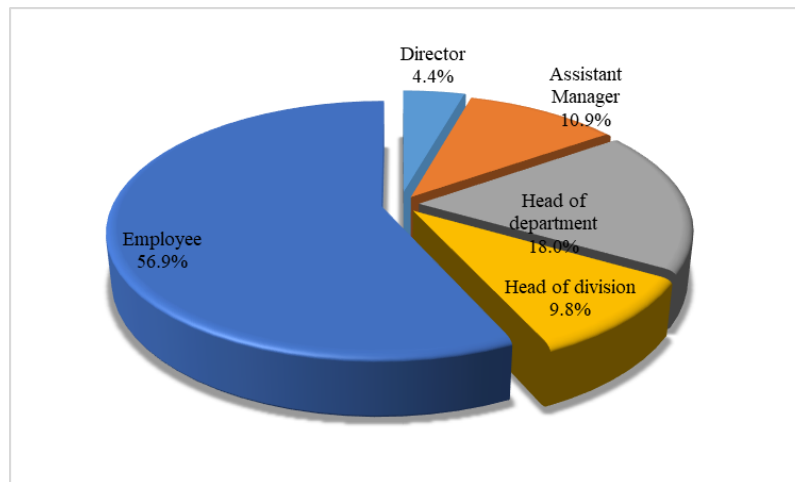


Figure 4.4 Frequency distribution of participants according to Managerial level.

Table 4.5. Frequency distribution of participants according to Education qualification

Education qualification	N	%
Diploma	81	18.0%
Bachelor	277	61.6%
Master	62	13.8%
Ph. D.	30	6.7%
Total	450	100.0%

From Table 4.5, it is found that the majority 61.6 % of participants their an education qualification (bachelor), 18.0% have a diploma, 13.8% have a master, and only 6.7% their education qualification is (Ph. D.). The following pie chart shows these percentages:

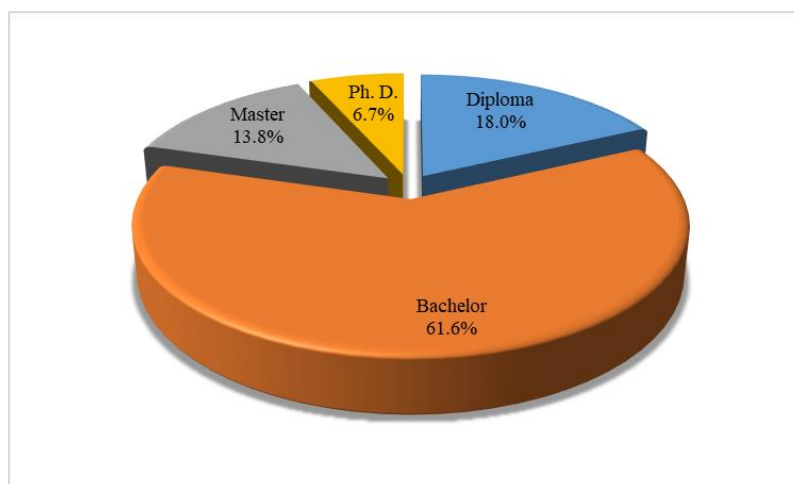


Figure 4.5 Frequency distribution of participants according to Education qualification.

Part II. Descriptive analysis for questionnaire dimensions:

The researcher used mean and standard deviation to describe the responses toward each statement in all dimensions.

1\ The level of individual job performance among workers in private sector firms in Jeddah province.

Table 4.6. Mean, standard deviation, and rank of responses toward Individual working performance:

S	Items	Mean	SD	Level	Rank
1	I managed to plan my work so that I finished on time.	4.13	0.87	Agree	4
2	I feel a lack of desire to work	3.08	0.91	Neutral	5
3	I feel with burdens and responsibilities to carry out	3.85	0.92	Agree	6
4	I came up with creative solutions for new problems	4.09	0.80	Agree	1
5	Responsibilities, goals, and work procedures are unclear	3.07	0.99	Neutral	3
6	Managerial rewards are not linked to performance	3.22	0.97	Neutral	2
Overall		3.57	0.91	Agree	

The participants were asked about Individual working performance, however, (6) statements were set for them to evaluate their agreement level according to the Likert Four-Levels scale. The table shows the means and

standard deviations of participants' answers toward each statement in the first dimension of the questionnaire. It is found that the overall mean is (3.57) out of (5.0) with standard deviation (0.91). The mean value falls within the second range according to the five-point Likert Scale (3.40 –< 4.20) and corresponds to the level (agree), i.e. the participants agree to Individual working performance – as general. The statements in the dimension have been ranked in descending order from the highest mean to the lowest mean – as follows:

The statement (I managed to plan my work so that I finished on time) came in the first order with a mean (4.13) and level of response (Agree), then the statement (I came up with creative solutions for new problems) came in the second order with a mean (4.09) and level of response (Agree), then the statement (I feel with burdens and responsibilities to carry out) came in the third order with a mean (3.85) and level of response (Agree), then the statement (Managerial rewards are not linked to performance) came in the fourth order with a mean (3.22) and level of response (Neutral), then the statement (I feel a lack of desire to work) came in the fifth order with a mean (3.08) and level of response (Neutral), then the statement (Responsibilities, goals and work procedures are unclear) came lastly in the sixth order with the lowest mean (3.07) and level of response (Neutral).

2\ The level of pressure associated with the job, individual, organization, and social factors among workers in private sector firms in Jeddah province.

Table 4.7. Mean, standard deviation, and rank of responses toward pressure Associated with the Job, individual, organization, and social factors:

S	Items	Mean	SD	Level	Rank
	<u>Job factors</u>				
1	I adhere to instructions and procedures when doing my job	3.76	0.98	Agree	2
2	I need my bosses to guide me on how to get the work done	3.50	0.98	Agree	4
3	I feel that I accomplished most of the work required of me	3.62	1.00	Agree	3
4	The quality of work completed as planned	3.91	0.89	Agree	1
	Total of Job factors	3.70	0.96	Agree	
	<u>Individual factors</u>				
5	I feel that I am doing important work in this institution	3.70	0.96	Agree	2
6	I adhere to established work methods in performing my job	3.71	0.92	Agree	1
7	I feel stressed when at work	3.65	0.97	Agree	3
	Total of Individual factors	3.69	0.95	Agree	
	<u>Organization factors</u>				
8	Protect production methods and tools from damage	3.66	0.95	Agree	3
9	I can evaluate my performance whether it is good or bad	3.72	0.94	Agree	2
10	Work incentives toward employee performance	3.85	0.89	Agree	1
	Total of Organization factors	3.74	0.93	Agree	
	<u>Social factors</u>				
11	I do not find much interest from the organization's administrative officials in solving family problems.	3.81	0.88	Agree	1
12	I find it difficult to develop more friends at work	3.65	1.06	Agree	2
13	I am afraid to conduct my work due to lack of workers.	3.65	1.03	Agree	3
	Total of Social factors	3.71	0.99	Agree	
	Overall	3.71	0.96	Agree	

The participants were asked about pressure associated with the job, individual, organization, and social factors among workers in the private sector, however, (13) statements represent (4) dimensions that were set for them to evaluate their agreement level according to the Likert Four-Levels scale. The table shows the means and standard deviations of participants'

answers toward each statement in the second, third, fourth, and fifth dimensions of the questionnaire. It is found that the overall mean is (3.71) out of (5.0) with standard deviation (0.96). The mean value falls within the second range according to the five-point Likert Scale (3.40 –< 4.20) and corresponds to the level (agree), i.e. the participants agree to the pressure associated with the job, individual, organization, and social factors among workers in the private sector – as general.

Regarding **job factors**, it is found that the overall mean is (3.70) with level (agree), so the participants agree with the pressure associated with the job factors among workers in the private sector. The statements in the dimension had been ranked in descending order from the highest mean to the lowest mean, so the statement (The quality of work completed as planned) came in the first order with a mean (3.91) and level of response (Agree), then the statement (I adhere to instructions and procedures when doing my job) came in the second order with a mean (3.76) and level of response (Agree), then the statement (I feel that I accomplish most of the work required of me) came in the third order with a mean (3.62) and level of response (Agree), then the statement (I need my bosses to guide me on how to get the work done) came in the fourth order with mean (3.50) and level of response (Agree).

Regarding **individual factors**, it is found that the overall mean is (3.69) with level (agree), so the participants agree to the pressure associated with the individual factors among workers in the private sector. The statements in the dimension had been ranked in descending order from the highest mean to the lowest mean, so the statement (I adhere to established work methods in performing my job) came in the first order with a mean (3.71) and level of response (Agree), then the statement (I feel that I am doing important work in this institution) came in the second order with a mean (3.70) and level of response (Agree), then the statement (I feel stressed

when at work) came in the third order with mean (3.65) and level of response (Agree).

Regarding **organization factors**, it is found that the overall mean is (3.74) with level (agree), so the participants agree to the pressure associated with the organization factors among workers in the private sector. The statements in the dimension had been ranked in descending order from the highest mean to the lowest mean, so the statement (Work incentives towards employee performance) came in the first order with mean (3.85) and level of response (Agree), then the statement (I can evaluate my performance whether it is good or bad) came in the second order with mean (3.72) and level of response (Agree), then the statement (Protect production methods and tools from damage) came in the third order with mean (3.66) and level of response (Agree).

Regarding **social factors**, it is found that the overall mean is (3.71) with a level (of agree), so the participants agree to the pressure associated with the social factors among workers in the private sector. The statements in the dimension had been ranked in descending order from the highest mean to the lowest mean, so the statement (I do not find much interest from the organization's administrative officials in solving family problems) came in the first order with mean (3.81) and level of response (Agree), then the statement (I find it difficult to develop more friends at work) and (I am afraid to conduct my work due to lack of workers) came in the second order with mean (3.65) and level of response (Agree).

Part III. Test of Research Hypotheses:

To study the impact of pressure associated with the social, job, individual, and organization factors on performance, the researcher used a simple linear regression technique, and the results are as follows:

First hypothesis:

H₀: *There is no statistically significant effect at the significance level ($\alpha \leq 0.05$) for pressure related to job factors on the level of employee performance in private sector origination.*

H₁: *There is a statistically significant effect at the significance level ($\alpha \leq 0.05$) for pressure related to job factors on the level of employee performance in private sector origination.*

Table 4.8. Simple linear regression for the impact of job factors on employee performance

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	1.707	0.111		15.42	.000
	Job factors	0.602	0.029	0.698	20.61	.000
a. Dependent Variable: employee performance F = 424.9** R = .698 R ² = .487						

(**) the test is significant at level (.01)

Table (4.8) shows that the F value for regression for the first hypothesis reached (424.9) with a p-value less than 1%. This demonstrates the significance of the regression model of the effect of the independent variable (job factors) on the dependent variable (employee performance), considering that the decision rule refers to the rejection of the first null hypothesis and accordingly the first alternative hypothesis is accepted which states "There is statistically significant effect at the significance level ($\alpha \leq 0.05$) for pressure related to job factors on the level of employee performance in private sector origination", and this is confirmed by (sig.) value amounting to zero which is less than 5%. The R-value reached .698 represents the positive correlation between job factors and employee performance, and R² is .487 denotes that almost 49% of the variation in the

dependent variable (employee performance) can be explained by the independent variable (job factors).

Second hypothesis:

H₀: *There is no statistically significant effect at the significance level ($\alpha \leq 0.05$) for pressure related to individual factors on the level of employee performance in private sector origination.*

H₁: *There is a statistically significant effect at the significance level ($\alpha \leq 0.05$) for pressure related to individual factors on the level of employee performance in private sector origination.*

Table 4.9. Simple linear regression for the impact of individual factors on employee performance

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	1.891	0.113		16.80	.000
	Individual factors	0.554	0.030	0.661	18.64	.000
a. Dependent Variable: employee performance F = 347.4** R = .661 R ² = .437						

(**) the test is significant at level (.01)

Table (4.9) shows that the F value for regression for the second hypothesis reached (347.4) with a p-value less than 1%. This demonstrates the significance of the regression model of the effect of the independent variable (individual factors) on the dependent variable (employee performance), considering that the decision rule refers to the rejection of the second null hypothesis and accordingly the second alternative hypothesis is accepted which states "There is statistically significant effect at the significance level ($\alpha \leq 0.05$) for pressure related to individual factors on the level of employee performance in private sector origination", and this is confirmed by (sig.) value amounting to zero which is less than 5%. The R-value reached .661 represents the positive correlation between

individual factors and employee performance, and R^2 is .437 denotes that almost 44% of the variation in the dependent variable (employee performance) can be explained by the independent variable (individual factors).

Third hypothesis:

H₀: *There is no statistically significant effect at the significance level ($\alpha \leq 0.05$) for pressure related to organization factors on the level of employee performance in private sector origination.*

H₁: *There is a statistically significant effect at the significance level ($\alpha \leq 0.05$) for pressure related to organization factors on the level of employee performance in private sector origination.*

Table 4.10. Simple linear regression for the impact of organization factors on employee performance

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	1.814	0.119		15.27	.000
	Organization factors	0.566	0.031	0.653	18.27	.000
a. Dependent Variable: employee performance F = 333.9** R = .653 $R^2 = .427$						

(**) the test is significant at level (.01)

Table (4.10) shows that the F value for regression for the third hypothesis reached (333.9) with a p-value less than 1%. This demonstrates the significance of the regression model of the effect of the independent variable (organization factors) on the dependent variable (employee performance), considering that the decision rule refers to the rejection of the third null hypothesis and accordingly the third alternative hypothesis is

accepted which states "There is statistically significant effect at the significance level ($\alpha \leq 0.05$) for pressure related to organization factors on the level of employee performance in private sector origination", and this is confirmed by (sig.) value amounting to zero which is less than 5%. R-value reached .653 representing the positive correlation between organization factors and employee performance, and R^2 is .427 denotes that almost 43% of the variation in the dependent variable (employee performance) can be explained by the independent variable (organization factors).

Fourth hypothesis:

H₀: *There is no statistically significant effect at the significance level ($\alpha \leq 0.05$) for pressure related to social factors on the level of employee performance in private sector origination.*

H₁: *There is a statistically significant effect at the significance level ($\alpha \leq 0.05$) for pressure related to social factors on the level of employee performance in private sector origination.*

Table 4.11. Simple linear regression for the impact of social factors on
employee performance

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	1.874	0.113		16.54	.000
	Social factors	0.556	0.030	0.662	18.67	.000
a. Dependent Variable: employee performance F = 348.6** R = .662 R ² = .438						

(**) the test is significant at level (.01)

Table (4.11) shows that the F value for regression for the fourth hypothesis reached (348.6) with a p-value less than 1%. This demonstrates the significance of the regression model of the effect of the independent variable (social factors) on the dependent variable (employee performance), considering that the decision rule refers to the rejection of the fourth null hypothesis and accordingly the fourth alternative hypothesis is accepted which states "There is statistically significant effect at the significance level ($\alpha \leq 0.05$) for pressure related to social factors on the level of employee performance in private sector origination", and this is confirmed by (sig.) value amounting to zero which is less than 5%. The R-value reached .662 representing the positive correlation between social factors and employee performance, and R² is .438 denotes that almost 44% of the variation in the dependent variable (employee performance) can be explained by the independent variable (social factors).

Results summary:

- 1\ The study sample consists of 450 employees in private sector firms in Jeddah province, and the results revealed that the majority 62.4 % of participants are male, the majority 77.3 % of participants are married, 55.3 % of participants have experience (5 years or less), 56.9 % of participants are employees, the majority 61.6 % of participants their education qualification is (bachelor).
- 2\ The participants agree to Individual working performance since they agree that:
 - I managed to plan my work so that I finished on time
 - I came up with creative solutions for new problems.
- 3\ The participants agree to the pressure associated with the job factors among workers in the private sector, since they agree that:
 - The quality of work completed as planned
 - I adhere to instructions and procedures when doing my job.
- 4\ The participants agree to the pressure associated with the individual factors among workers in the private sector, since they agree that:
 - I adhere to established work methods in performing my job
 - I feel that I am doing important work in this institution.
- 5\ The participants agree to the pressure associated the organization factors among workers in the private sector, since they agree that:
 - Work incentives toward employee performance
 - I can evaluate my performance whether it is good or bad.
- 6\ The participants agree to the pressure associated with the social factors among workers in the private sector, since they agree that:
 - I do not find much interest from the organization's administrative officials in solving family problems

- I find it difficult to develop more friends at work.

- 7\ The results reached that there is a statistically significant effect at the significance level ($\alpha \leq 0.05$) for pressure related to job factors on the level of employee performance in private sector origination.
- 8\ The results reached that there is a statistically significant effect at the significance level ($\alpha \leq 0.05$) for pressure related to individual factors on the level of employee performance in private sector origination.
- 9\ The results reached that there is a statistically significant effect at the significance level ($\alpha \leq 0.05$) for pressure related to organization factors on the level of employee performance in private sector origination.
- 10\ The results reached that there is a statistically significant effect at the significance level ($\alpha \leq 0.05$) for pressure related to social factors on the level of employee performance in private sector origination.

Chapter (5)

Conclusion and Recommendation

First the conclusions:

This section is concerned with presenting the conclusions reached by the study in light of theoretical propositions. Field analysis and the most important recommendations will be determined in light of these conclusions to raise the level of job performance and reduce the negative effects of high levels of work stress.

The level of work stress was high in the sample, as the nature of the work dimension came in first place as a source and cause of work stress, followed by the workload dimension, family problems, job problems, the individual, and incentives, respectively.

The inappropriate amount of work pressure leads to a decrease in workers' motivation, represented by an inability to concentrate, a high rate of conflicts and disagreements, a rate of delay in completing work, and an increased rate of absence.

The results of the diagnosis of the reality of the study variables showed a low level of motivation among members of the study sample despite the presence of the ability to perform, and this is in line with the literature on the theoretical aspect in which an individual can perform a certain job, but he will not be able to perform it well in the absence of motivation for it.

The level of job performance in the study sample was generally slightly above average due to the lack of fair distribution of work among employees and the absence of moral motivation, in addition to the absence of objective standards in evaluating employees' performance.

Second the Recommendations:

In light of the conclusions reached by the study, the researcher recommends the following:

1. To reduce the level of work stress by following administrative procedures by the principles of modern management and the humanistic management approach. These procedures include, for example:
 - To find the appropriate structure to help workers release this energy and employ it for more production and creativity.
 - To provide support services for individual workers during their work that help them deal positively with work requirements such as practicing sports and organizing recreational trips outside official working hours, which is what major international companies in America and Britain are currently doing.
2. To prepare special programs to develop workers' skills in dealing with work stress, under the supervision of individuals specialized in the field of psychological, administrative, and social sciences in managing work stress.
3. Training in social skills, including communicating with others and how to deal with each personality.
4. Training in solving problems, whether individually or collectively

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Questionnaire

This survey is to evaluate the *"Impact of pressure Associated with the Social, Job, individual and organization factors on individual working performance in private sector companies in Jeddah Governorate, the Kingdom of Saudi Arabia"*.

Socio-demographics

1. Gender

- Male
- Female

2. Marital status

- **Single**
- **Married**

3. Experience

- 5 years and less
- 6 to 10 years
- 11 to 15 years
- 15 years and more

4. Managerial level

- Director
- Assistant Manager
- Head of the department
- Head of division
- Employee

5. Education Qualification

- Diploma
- Bachelor
- Master
- Ph.D.

Variables	Strongly Disagree	Disagree	Neutral	Agree	Strongly agree
<i>Individual working performance</i>					
1. I managed to plan my work so that I finished on time.					
2. I feel a lack of desire to work					
3. I feel with burdens and responsibilities to carry out					
4. I came up with creative solutions for new problems					

5. Responsibilities, goals, and work procedures are unclear					
6. Managerial rewards are not linked to performance					
<i>Job factors</i>					
1. I adhere to instructions and procedures when doing my job					
2. I need my bosses to guide me on how to get the work done					
3. I feel that I accomplished most of the work required of me					
4. The quality of work completed as planned					
<i>Individual factors</i>					
1. I feel that I am doing important work in this institution					
2. I adhere to established work methods in performing my job					
3. I feel stressed when at work					
<i>Organization factors</i>					
1. Protect production methods and tools from damage					
2. I can evaluate my performance whether it is good or bad					
3. Work incentives toward employee performance					
<i>Social factors</i>					
1. I do not find much interest from the organization's administrative officials in solving family problems.					
2. I find it difficult to develop more friends at work					
3. I am afraid to conduct my work due to lack of workers.					