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AN INVESTIGATION ON THE IMPACT OF JOB-RELATED STRESS ON EMPLOYEE'S JOB SATISFACTION

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ABSTRACT:

Stress can be defined as what happens when people are under stress or the necessary range exceeds their capacity. Work pressure is the pressure generated in our workplace. This may be due to the situation we are facing or too much work. Employees who are under work pressure may suffer physical or mental harm, which affects their productivity. In today's world, organizations are trying to compete with other organizations within the same industry, hence coming up with complex objectives that at times become hard to accomplish. Therefore, they must constantly change their organization's production and work policies, adopt new technologies and all innovative forms of work organization, among others. This study mainly aims to investigate the impact of job-related stress on employee job satisfaction in Saudi Arabia. It also investigates how a lack of motivation adds stress to employees. This study used descriptive research design to analyze the variables that are involved in the study. Additionally, this study considered for a mixed research method that would allow for the qualitative and quantitative approaches to be adopted in the research. The study reveals that when employees are subjected to a work environment where their interests are adequately addressed, and the pressure levels are manageable. Also, the study shows that the employees at the workplace are influenced by various factors and that need to be analyzed to ensure the level of stress at the workplace is managed to ensure the best outcomes are realized at the workplace.

INTRODUCTION:

Stress may be defined as a situation that happens when one is exposed to pressure or necessities of the circumstance being more extensive than they can handle [1, 2]. Cleveland clinic states that stress is a body reaction to change. They explain that the reaction maybe physical, mental or emotional [3]. Stress occurs when a person is overwhelmed by the change in pressure and circumstances which if not resolved may cause mental, physical or behavioral problems. Job stress is stress that arises in our working places. This may be due to the condition we are being exposed to or excessive workload. Employees suffering from job stress maybe exposed to physical or mental harm which interferes with their productivity. Stress is a normal phenomenon among people. It sometimes helps us to react to a situation. When it is not resolved it may lead into a negative condition called distress. In working places distress affects organization operations. Distressed employee's productivity is reduced and the quality of their work affected as they uncomfortably try to please their employers [4, 5]. When an employee has job distress, he may suffer from conditions such as uneasiness, work-life awkwardness, and sadness. The employee is also exposed to health condition such as frequent headache, weight gain and cardiac arrest. Employers should therefore ensure they provide a conducive environment to protect their employees from stress. The employers should have a good relationship with their employees so that they know what problems employees are going through. When people are stressed, those concerned should be aware [3]. This is only possible if they have a close relationship with the stressed person. When employers are aware of the stress at work, they may resolve the problem before it's beyond ramification. This would ensure organization productivity. The employers, on the other hand, may have little help when stress is caused by outside sources [6, 7].

Stress related to work caused by employers and managers making decisions without involving employees. Decisions are passed differently in organizations. In some companies, the affected parties are involved while in others the managers pass the decisions in a dictatorship way. The difference between private and public employers is portrayed in the way decisions are passed [7]. Private companies base their decisions on the market forces while public companies mainly follow political forces. As mentioned, the difference between public and private organizations is their ownership. Private firms are owned by individuals, groups, or shareholders and fees paid directly by customers while public agencies are owned by the government and funded largely by taxation. Secondly, public sector organizations are controlled majorly by political forces, not market forces. Therefore, the primary constraints are imposed by the political system and not the economic system. The effectiveness of public organization services, therefore, is determined partly by the level of satisfaction among the employees as maintained by the organizations. According to George and Zakariya [8], when job satisfaction is going down in the public sector, it will have negative effects on the quality of the services. It will also make the public sector less attractive as an employee. Stress mostly affects employees' physical, emotional and behavioral

negatively. It also has an impact on the economy of the organizations, and the nation at large [8]. Workers who are stressed mostly suffer from diseases like heart disease, high blood pressure, and depression disorders [9]. They end up spending a large portion of their earning in settling medical bills. Also, the employee is more likely to be unhealthy, poorly motivated, less productive and less safe at work. Occupational stress may cause a loss of talent and an increase in training costs, due to high turnover. According to the World Health Organization in 2016 [10], the occupational stress has cost huge sums of money not only to Saudi Arabia but also to the rest of the world and for instance, The United Kingdom €571 million, Sweden, €2.7 billion and Japan \$232 billion in 2011 [3] in terms of loss of working hour and sick leave. Despite these negative statistics, even in other parts of Saudi Arabia, there is scanty research work on occupational stress of employees. This study, therefore, seeks to close the research gap by assessing the impact of job-related stress on employee's job satisfaction as well as investigating how lack of motivation add stress to employees and examine whether overworking of employees kills their morale in private sector.

METHODOLOGY

Based on the research problem, the most effective method to be used in the study would be a descriptive research design. Through the adoption of a descriptive research design, this study is in a position to comprehensively discuss the relationship between work stress and job satisfaction for employees. Additionally, the research opted for a mixed research method that would allow for the qualitative and quantitative approaches to be adopted in the research. The adoption of an integrated method ensures the research problem is covered and the results from the study do not have any weakness since the shortcomings of either method are eliminated through the strengths of the other method. Consequently, the research is in a position to investigate how stress will impact on job satisfaction, morale and the motivation of the employees through the use of the two methods that would comprehensively cover the problem in question.

Data Collection Tools

The research has adopted quantitative method the research population comprised of employees from different firms in Saudi Arabia that are subjected to different working conditions to establish the impact of job-related stress on morale, motivation and job satisfaction. The employees to take part in the study would belong to different industries since different industries involve the employees being subjected to varied kinds of stress and the impact on their job satisfaction would also be varied. Moreover, the decision to have individuals from different industries when collecting the data was to ensure that the stress levels in different industries can be subjected to comparison. The data in the study was collected through surveys that involved structured questionnaires that focused on different variables that were being investigated in the study. The surveys would ensure that quantitative data are collected in the study.

Population Sample

The population sample in the study consisted of 114 participants working in different industries and sectors and this was informed by the need to ensure the outcome of the study was conclusive and comparison was carried out on the stress levels in different industries. The participants comprised of both men and women working in sectors such as business and finance, engineering and health care and the choice of the sectors was informed by the amount of work done and the time spent at the workplace among other factors.

RESULT AND DISCUSSION

This section introduces the analysis of demographic data and the analysis of questions about the job status as well as job stress of the respondents.

The Demographics Profile

Table 1 Participants' background data analysis

Demographics	Categories	Number (n)	Percentage (%)
Gender	Male	63	55.26
	Female	51	44.74
Age	20-30 years	41	35.96
	31 -40 years	43	37.72
	41 -50 years	24	21.05
	51 -60 years	6	5.26
	More than 60 years	0	0
Education level	Bachelor's degree	96	84.21
	Masters	18	15.79
	Others	0	0
Working Experience	Under 5 years	27	23.68
	5-10 years	36	31.58
	11 -15 years	40	35.09
	More than 15 years	11	9.65

Table 1 tabulates the demographics profile of the participants. The first question that was asked to the participants focused on gender. Since men and women tend to deal with stress at the workplace differently, the first question sought to classify the participants as either men or women and the outcome would help in explaining the difference between men and women in the management of stress. There were 114 participants that took part in the study with 44.7% of the participants being female and the remaining 55.3% comprising of men. The second question that was addressed to the respondents focused on the question of age. The participants in the study comprised of individuals of different ages. There were 36% of the respondents being in the

20-30 years age group. 37.7% of the respondents were in the age of 31-40 years with 21.1% being in the range of 41-50 years. 5.3% of the respondents were in the age bracket of 51-60 years. There were no employees that were more than 60 years. The respondents were also asked about the highest level of education that they had achieved. The question was limited to the higher education level to understand the highest qualification of the participants. There were 84.2% of the participants having attained a Bachelor's degree with 15.8% of the respondents having attained a master's degree at the highest education level. The other question that was asked to the participants focused on their longevity at the current institutions where they were based and it was based on the total number of years that they had spent at a particular institution. About 23.7% of the respondent had spent less than 5 years at the current workplace, 31.6% of the respondents had spent between 5 to 10 years at their current work stations and 35.1% had been at their current workplace for 11-15 years. The remaining 9.6% of the participants had been at the current workplace for more than 15 years.

The other question that was addressed to the participants looked at the job title of the participants in the study to understand their roles. The specific job that is done by an individual tends to expose an individual to a different level of stress that may impact on the job that they undertake. Based on the outcome shown in Figure 1, the participants that took part in the research were accountants, business analysts, engineers, financial specialists, human resource specialists, information technology specialists, marketing professionals, pharmacists, social workers, and surgery supervisors. The participants in the study belonged to diverse jobs where the stress that they were exposed varied.

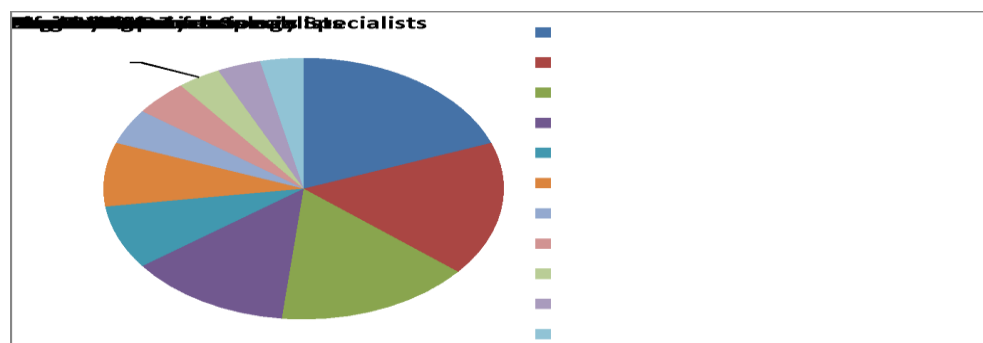


Figure 1 Participant's Scope of Work

Analysis of Questions on the Present Scenario of Respondent Job

The question sought to understand the number of projects that had the participants had at the workplace. The responses to the question were varied. Based on Figure 2, about 3.5% of the respondents had 1 project with 17.5% of the respondents having 2 projects, 21.1% of the respondents had 3 tasks, 30.7% of the participants had 4 projects and they were the majority with another significant number at 27.2% of the respondents having 5 tasks that they were undertaking. Next, the participants were also asked about the amount

of time that they spent at their workplace and the responses to the amount spent at the place of work were varied. Based on Figure 2, about 1.8% of the respondents had spending less than 10 hours at the workplace. About 14% of the respondents spent approximately 16 hours at the workplace and 18.4% of the respondents spending 21 hours at the workplace. About 36.8% of the respondents spent 42 hours at the workplace and there were 28.9% of the respondents spending 33 hours at the workplace. The other question that was addressed to the employees focused on the volume of work that is to be accomplished within the period of time that is allotted. Based on Figure 2, about 3.5% of the work was expected to be accomplished for 4 employees with 16.7% of the work to be accomplished for the 19 of the workers. For 25 employees it was expected that 21.9% of the work had to be accomplished and 29.8% of the work to be completed for 34 employees and for the other group comprising of 32 participants it was expected that 28.1% of the work had to be accomplished. The employees were then asked about the first type of pressure that they experience at the workplace and in this particular case the concern was on the time pressure that the employees faced at the workplace. Based on Figure 2, about 2.6% of the respondents experienced minimal time pressure with 14.9% of the respondents experiencing around 17 hours pressure at the workplace and 25 hours was the time pressure for 21.9% of the respondents. For 29.8% of the respondents, the time pressure that was experienced was 34 and the remaining 30.7% of the respondents experienced 35 hours based on the time pressure.

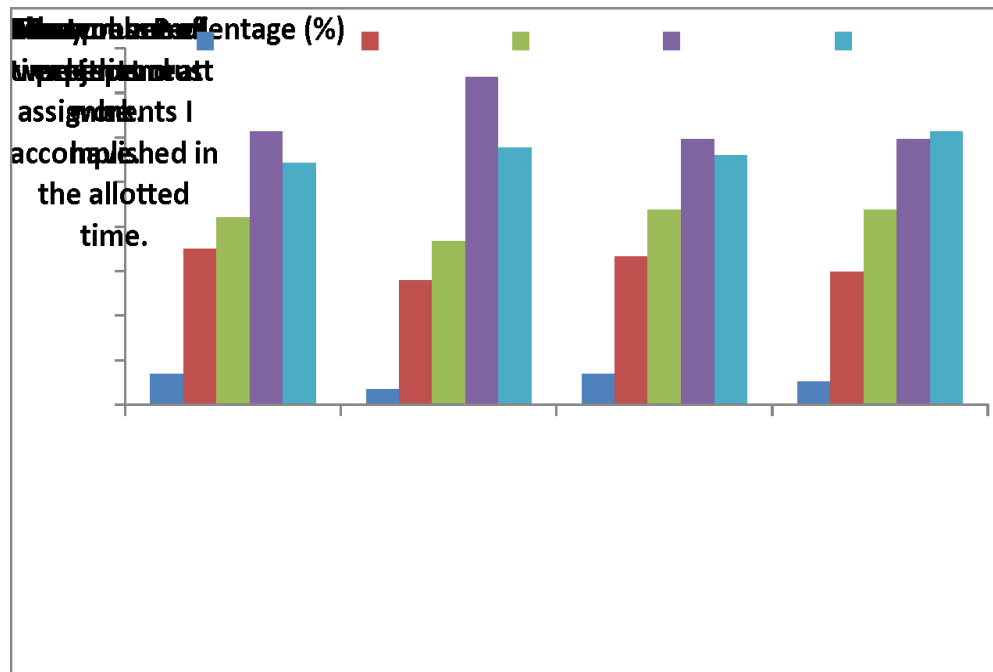


Figure 2 Current status of the interviewee's work (Question 1 to Question 4)

The respondents were asked about the responsibilities that they had at the workplace to understand the amount of work they were expected to undertake at the place of the work. The number of responsibilities that were assigned to the individuals was critical to understanding the stress levels at the workplace.

In Figure 3, about 3.5% of the respondents had 1 responsibility, 14% of the respondents had 2 responsibilities, 34.2% of the respondents had 3 responsibilities and it was the highest, 28.1% of the respondents had four responsibilities and 20.2% of the respondents had 5 responsibilities that they were expected to undertake at the workplace. In Figure 3, the other question that was asked to the respondents looked at the scope of responsibility that their position entailed. For 3.5% of the respondents the scope of responsibility of the position was 1, 18.4% of the respondents the scope of the responsibility stood at 2, 29.8% of the respondents had the scope of responsibility at 3, 24.6% of the respondents had their scope of responsibility at 4 and the remaining 23.7% of the respondents had the scope of their responsibility standing at 5. The respondents were asked about the extent to which politics rather than the performance affected the organizational decisions. The decisions made within an organization are often influenced by various factors all coming into play. In Figure 3, there are 7 of the respondents believed that politics influenced at 6.1% with 21 of the respondents believing the degree to which politics influenced organizational decision was at 18.4%. There are 37 of the respondents believed the influence of politics was at 32.5%, 27 respondents argued that the influence of politics was 23.7% and the remaining 22 respondents reported that the influence of politics in the decision-making process was at 19.3%. The analysis of the employees involved a focus on their inability to understand what was required of them on the job. In Figure 3, there are 8 respondents showed that their inability to understand their role was 7%, 21 respondents showed that their inability to understand their role was 18.4% and 34 respondents showed that their inability to understand their responsibility was 29.8%. Furthermore, 29 respondents showed that their inability to understand their role was 25.4% and 22 respondents showed that their inability to understand their role stood at 19.3%.

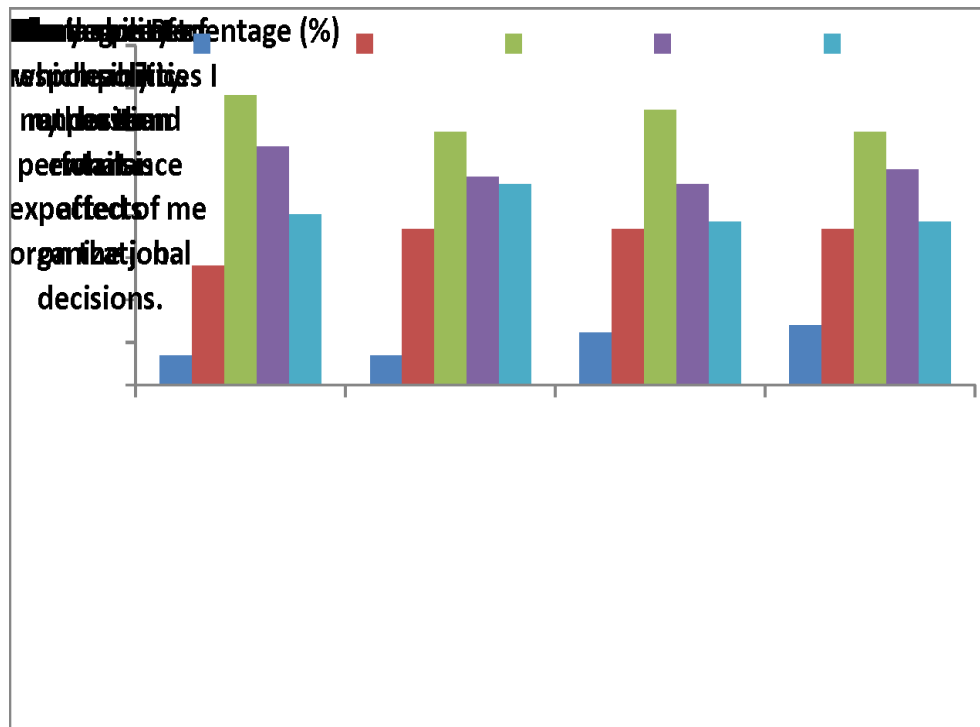


Figure 3 Current status of the interviewee's work (Question 5 to Question 8)

The other question that was addressed to the respondents focused on the amount of red tape that an employee needed to go through to get their job done. The red tape looks at some of the hindrances that the individuals have to deal with in the quest to get their work done. According to Figure 4, about 6.1% of the individuals there was one red tape that they had to go through to get the work done, with 17.5% of the respondents having 2 red tapes to go through to ensure the work is done and 30.7% of the respondents had 3 red tapes that they had to go through to ensure the work is done. 29.8% of the respondents had 4 red tapes that they were expected to overcome to do their work while 15.8% of the respondents had five red tapes to go through to ensure work was done. Job security is a critical aspect in the management of stress at the workplace since the individuals that tend to have minimal stress at the workplace are likely to have minimal stress. The question that was asked to the respondents focused on the lack of job security at their place of work. According to Figure 4, there are 10 respondents the lack of job security stood at 8.8%, 14 respondents said the lack of job security was 12.3% and 33 respondents showed that the lack of job security stood at 28.9%. 35 respondents in the study had a lack of job security at 30.7% and 22 respondents had a lack of job security standing at 19.3%. The respondents were asked about the extent to which their career had seemed to have stalled. Career stalling in this particular case focused on the failure of any form of career growth including staying in the same position for longer periods. According to Figure 4, there are 6 participants showed that the degree to which their career had stalled stood at 5.3%, 20 respondents said that the extent of career stalling had stood at 17.5%, and 31 respondents presented that the rate to which their career had stalled stood at 27.2%. 28 participants in the study responded the

degree of career stalling was at 24.6% and for 29 respondents the degree to which career had stalled stood at 25.4%.

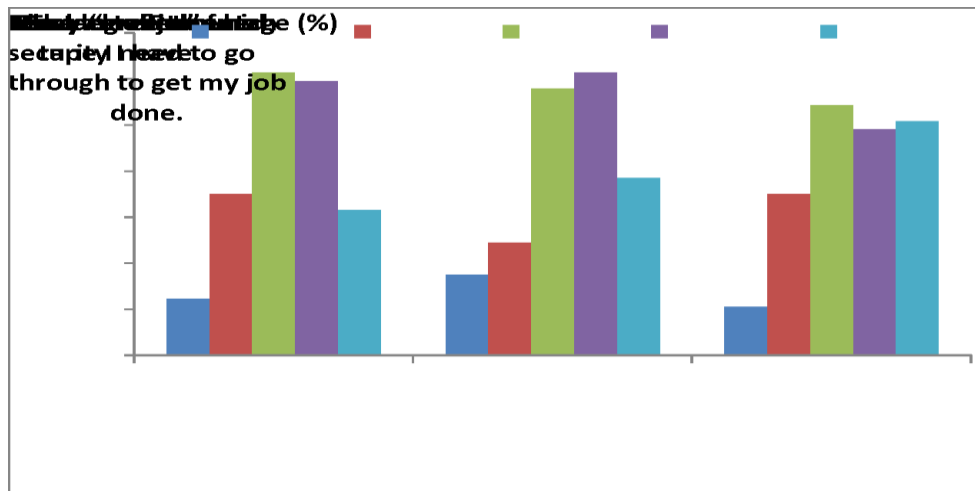


Figure 4 Current status of the interviewee's work (Question 9 to Question 11)

Analysis of Questions on Job Stress

The respondents were asked about the sense of achievement that they get from the work that they do. In Figure 5, about 3.5% strongly disagreed with the sense of achievement at the workplace, 14% disagreed that there was any form of achievement that they realized at the workplace with 30.7% of the respondents remaining neutral in their responses on the sense of achievement that they got from the work that they did. About 31.6% of the respondents said that they were in agreement that there is some sense of achievement with 20.2% of the respondents strongly agreeing on the level of achievement that they realized at the workplace. The other question that was presented to the respondents sought to look into the level of challenge that the respondents witnessed in their jobs. In Figure 5, about 4.4% of the respondents strongly disagreed with the level of challenge with 12.3% agreeing that their job entailed significant challenge and 27.2% of the respondents remaining neutral in their responses. About 35.1% of the respondents agreed that their jobs had a significant challenge and the remaining 21.1% of the respondents strongly agreed that the level of challenge on their job was significant. The respondents were asked regarding the quality of supervision that was received at the place of work. In Figure 5, about 5.3% of the respondents strongly disagreed they received supervision, 20.2% of the respondents disagreed on the receiving supervision at work and 29.8% of the respondents remained neutral. About 25.4% of the respondents agreeing that they received supervision and 19.3% of the strongly agreeing that they received supervision at the place of work. The participants were asked whether they had the chance to get to know other people while they were in the workplace. The respondents were expected to either respond by agreeing or disagreeing with the question that was asked. In Figure 5, about 7.9% of the respondents strongly disagreed on whether they had the chance to know other people while at work, 17.5% of the respondents disagreed on whether they had the chance to know other people and 33.3% of

the respondents remained neutral. About 19.3% of the respondents agreed that they had the chance to know other people at work with 21.9% of the other respondents strongly agreeing that they had the chance to know other people while at the place of work. The respondents were asked about the scope of using their initiative at the workplace to introduce new ideas or allow for some developments at the workplace. In Figure 5, about 6.1% of the respondents strongly disagreed with using their initiative, 18.4% disagreed with using their initiative and 26.3% of the respondents remained neutral on this aspect. About 30.7% of the respondents agreed to use their initiative at the workplace and 18.4% of the respondents strongly agreed to use their initiative at the workplace since it was critical to overall improvements.

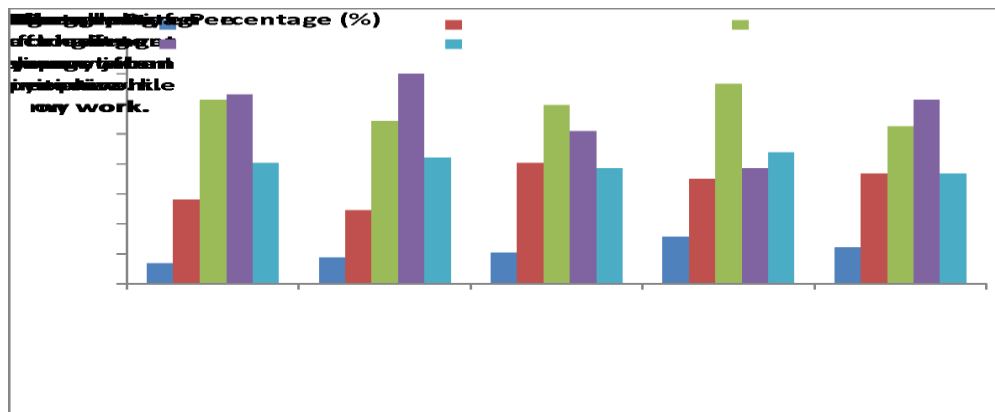


Figure 5 Respondent's work pressure (Question 1 to Question 5)

The respondents were asked about the amount of influence that they had at their workplace. It was critical to understand this aspect to allow for insights to understand the extent to which their initiatives can be implemented at the workplace. Based on Figure 6, about 8.8% of the respondents strongly disagreed on having any influence at the workplace, 13.2% of the respondents disagreed on having any influence and 32.5% of the respondents remained neutral when they were asked about their influence at the workplace. About 29.8% of the respondents agreed that they had influence at the workplace and 15.8% of the respondents strongly agreed to have influence at the workplace. The respondents were asked about the training that they had received, and this was critical to the understanding of the level of their expertise at the workplace. Based on Figure 6, about 7.9% of the respondents strongly disagreed with receiving any training, 19.3% of the respondents disagreed and 28.9% of the respondents remained neutral when asked on the training that they received. About 24.6% of the respondents agreed to have received training and 19.3% of the respondents strongly agreed to have received training at the workplace. The other question that was presented to the participants in the study focused on the amount of pay that they received at the place of work. The amount of pay is a critical motivating factor and morale booster at the place of works hence the reason for the significance. Based on Figure 6, about 10.5% of the respondents strongly disagreed with the payment based on the work done, 9.6% of the respondents disagreed with the pay vis-à-vis the work done and 35.1% of the respondents remained neutral when asked

about the pay. About 26.3% of the respondents agreed with the pay considered the work done and 18.4% of the respondents strongly agreed with the amount of pay vis-à-vis the work done. The other question that was addressed to the participants focused on the aspect of job security since it is a critical factor in the determination of the correlation between work stress and the satisfaction of the job done at the workplace. Based on Figure 6, about 7.9% of the respondents strongly disagreed that their jobs were secure with 14.9% with 32.5% of the respondents remaining neutral on the question of job security. About 25.4% of the respondents agreed that their job is secure and 19.3% of the respondents strongly agreed that their job is secure. The other question that the respondents were asked focused on the work itself that they were undertaking since it was another crucial aspect that was to be taken into consideration. The understanding of the nature of the work that was done played a critical role in understanding the stress level that was associated with the work that was done. Based on Figure 6, about 10.5% of the respondents strongly disagreed with the work itself, 18.4% of the respondents disagreed with the work they did and 33.3% of the respondents remained neutral when asked the question. About 16.7% of the respondents agreed and 21.1% of the respondents strongly agreed with the actual work that they were assigned and expected to undertake.

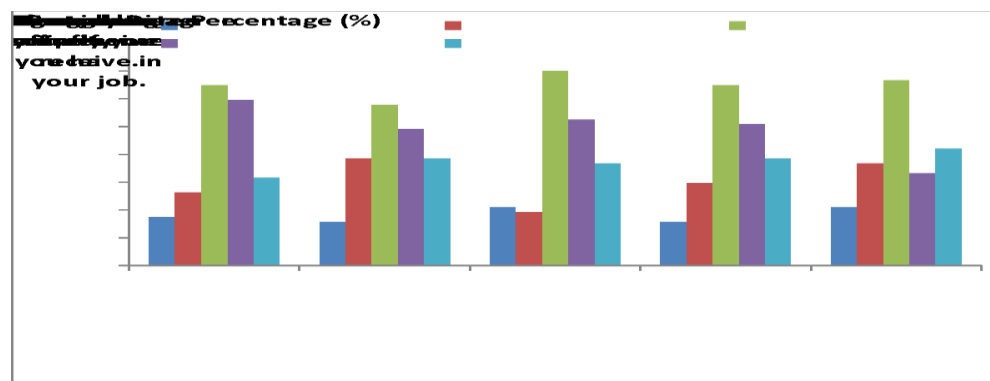


Figure 6 Respondent's work pressure (question 6 to question 10)

All in all, this study comprised of both male and female participants that were asked various questions relating to the work that they were undertaking and other variables that affected the work that they were expected to undertake. The understanding of the different variables that were presented in the form of questions allowed for the understanding of the impact of different work-related issues on the satisfaction of the job that was done and the influence on the morale and motivation of the employees. From the results, it is clear that when employees are subjected to a work environment where their interests are adequately addressed and the pressure levels are manageable. The results reveal that the employees at the workplace are influenced by various factors and that need to be analyzed to ensure the level of stress at the workplace is managed to ensure the best outcomes are realized at the workplace.

Overall Discussion

The research focused on different aspects related to the environment at the workplace and the impact that employees are likely to experience when exposed to different conditions at the place of work. The research looked at the demographic features of the research participants since both men and women tend to deal with challenges and stress at the workplace differently. Additionally, the participants in the study were individuals that had attained a bachelor's degree and master's degree. The employees were of diverse ages and though there were no individuals over the age of 60 that took part in the study showing that for the age of 60 and above most people were probably out of employment. The participants in the study came from diverse industries where the nature of stress was diverse as well. The experiences in different industries imply that the level of stress in the different industries may require different strategies to manage the challenges. The research sought to understand the stress at the workplace by focusing on some of the most critical variables within the place of work. For most people, job security is a critical factor and the individuals that are assured of the security of their job have minimal stress in comparison to the individuals that are not assured of their security. Furthermore, job security improves the loyalty of the employees and their dedication to the organization. The nature of the work that an individual is assigned at the workplace determines the stress level. When the job is complicated and stressful there are chances that the stress levels may be higher and the impact on the organization when the stress on the part of the employees has a negative impact on the organization. Payment and training aspects are critical to the assessment of the stress levels and which in turn impact on job satisfaction on the part of the employees. Training ensures the employees have the most recent and updated skills to execute their work while adequate payment for the work done makes the employees feel appreciated for the work they have done. Such approaches ensure job satisfaction on the part of the employees is assured. The other aspects such as the time allocated for the work to be done, the responsibilities that are involved and time pressure over the amount of the time allocated against the work that is to be done. The management of these factors plays a critical role in determining the level of stress that one experiences at the workplace and determines the level of satisfaction that is associated with the job that is being done.

CONCLUSION

Job satisfaction is a crucial aspect in the quest to ensure the organizational goals are realized. Job satisfaction implies that employees are fine with the work that they are assigned and the amount of time that they are assigned to do the work. Furthermore, job satisfaction is influenced by the compensation that is accorded vis-à-vis the work that is done. When the two aspects are commensurate there are chances that the employees will be satisfied with the work that is being done. Furthermore, job security and the responsibilities that are assigned tend to determine the level of satisfaction with the job that is done. When these aspects are not adequately taken into account there are chances that the organization may fail in the quest to realize the goals that they set out on achieving. Firms are expected to create a great environment where the employees are not subjected to any form of stress thereby allowing the

organizations to realize their goals with employees who are happy and satisfied with the work that they have been assigned.

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