

**Research Article**

## **EXPLAINING THE IMPACT OF WORKPLACE STRESS AND JOB SATISFACTION ON ORGANIZATION EFFECTIVENESS**

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### **ABSTRACT**

The present study explains the workplace stress and job satisfaction on organizational effectiveness in electricity Distribution Company. The method of this research is a descriptive survey method (non-test) and correlation research design and data collection methods in the field and the library. The purpose of this research study is applied. The present study is in the field of organizational behavior management, because it has done in a given time interval in terms of the time horizon sectional and time domain, primitive 3 month of the 2014 and in terms of domains of the Fars province Electricity Distribution Company and the population of mentioned company was 130 persons and total sample size was 100 persons. Instruments of this research included stress questionnaire of Cooper with Cronbach's alpha 0.728 and job satisfaction of Herzberg with Cronbach's alpha 0.79 and effectiveness of Parsons with Cronbach's alpha 0/93. Related questionnaires were analyzed by using SPSS software and descriptive and inferential statistics. Research findings indicate a strong and positive correlation between job satisfaction and organizational effectiveness, while there is no significant relationship between mental stress and organizational effectiveness. It can also be due to the beta coefficient obtained through the direct impact of the variable job satisfaction and organization Indirect effect through job satisfaction and stress variables, predict simultaneous multiple regression in SPSS which is known as the Enter method.

**Keywords:** *Work Stress, Job Satisfaction, Organizational Effectiveness, Electricity Distribution Company of Fars Province*

### **INTRODUCTION**

Today efficiency and effectiveness and performance are very important for managers and all of them searching for increasing performance and effectiveness, also new achievement of management science which achieving high efficacy in organization depend upon distribution of human resources (Asadi, 2009). According to main purpose of each organization which is achieving optimal effectiveness, Due to physical and mental health of staff organizations should provide employees incentives to charge per job satisfaction without feeling the compulsion and fear. Enhance efficacy beliefs provide situations which increase effectiveness significantly (Izadi, 2012).

#### ***Stating the Problem and Significant of the Study***

Today, most experts agree on the fact that in a highly competitive world, the product line or technology does not constitute competitive advantage and this is human resources of organization which prioritize one organization from others because the human resources of any organization are not easily consider by competitors, and reproducibility (Rezayian, 2011). Literature review showed that little research has been done on the effect of work stress and job satisfaction on organizational effectiveness. Therefore the main purpose of this study is to determine the impact of workplace stress and job satisfaction on organizational effectiveness, through the richness of the empirical research in the field of applied and effective step to reduce stress and increase job satisfaction and organizational effectiveness to remove harmful work environment and suggestions must be submitted in this regard.

**Objectives:** The main objective (explain the impact of workplace stress and job satisfaction of employees as a result of Fars Electricity Distribution Company) And secondary objectives include (1 explain the relationship between workplace stress and organizational effectiveness (2) explaining the relationship between job satisfaction of employees with organizational effectiveness 3) Predict organizational effectiveness Electricity Distribution Company of Fars province on workplace stress and job satisfaction).

### Research Article

**Research Questions:** (1) Is there the relation between stress and organizational effectiveness in the Fars province Electricity Distribution Company? 2) Is there the job satisfaction and organizational effectiveness in Electricity Distribution Company of Fars province? 3) Can predict organizational effectiveness Electricity Distribution Company of Fars province based on work environment and mental stress and job satisfaction?

**Research Variables:** The independent variables are workplace stress and job satisfaction and organizational effectiveness is the dependent variable.

**Subject Domain:** Explain the impact of workplace stress and employees' job satisfaction on the organizational effectiveness, spatial domain of Electricity Distribution Company of Fars province and time domain of first quarter months of the 2014 year.

**Theoretical Definitions of Variables:** A theoretical definition of variable stress: a condition in which endanger person's physical and mental health and in fact, there is no balance between the ability of the individual to do the job asked of him (Rezayian, 2011).

**A Review of Theories:** Austrian physician, Hansel who is known as the father of stress says:

Both positive and negative events can be result either beneficial or detrimental stress responses he called the stress which result positive outcomes positive stress.

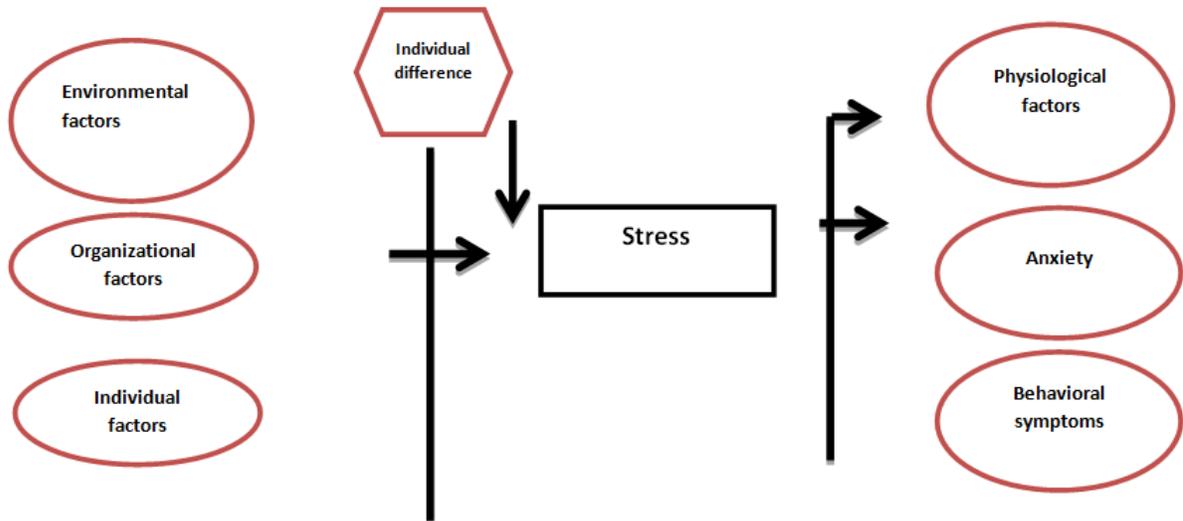


Figure 1: A model of workplace stress

(B). Theoretical definition of the job satisfaction variable: job satisfaction is the extent of the feelings and attitudes that people have towards the job. Employees with higher job satisfaction in terms of physically and mentally are in good condition (Moghimi, 2007).

A review of theories: (1) Maslow's hierarchy theory are: physiological, safety, social, esteem and self-actualization, (2) Aderfer's theory: a three-level of bio, affiliation, growth, and each need consist of two parts and processes, (3) Adams Equity Theory: the principle of social comparison because their employees are compared with others, (4) Douglas McGregor Theory X and Y: In Theory X, people which treats with negative attitudes to those lazy, shirk responsibility and do not have creativity and in respect of which it is necessary controls In theory Y which looks human by the positive vision people has been interested to the work and they are responsible also has creativity and initiative in their work. (5) Frederick Herzberg's motivation hygiene theory: double agent named health and a second series of motivational factors that were mentioned such as success work, identify opportunity, responsibility, advancement, which leads to the satisfaction of its employees.

### Research Article

(C) Theoretical definition of organizational effectiveness variable: the sense of achieving the goals of the organization. In other words, the effectiveness show that what extent, the desired results have been achieved (Alwan, 2007). Peter Drucker believes Effectiveness means doing the right things.

An overview of the various theories of effective approaches: (1) Achieving the aim: achieving the objectives in terms of its effectiveness has not the means or resources (processes) measured. (2) Systematic: ultimate goals could not be neglected, but goals in a highly complex set of criteria to be considered as a component. (3) The strategic factors: organizations which are effective demands of their environmental factors and those who require support for their survival (Robbins, 2009).

### This Conceptual Model

The impact of workplace stress and job satisfaction on organizational effectiveness.

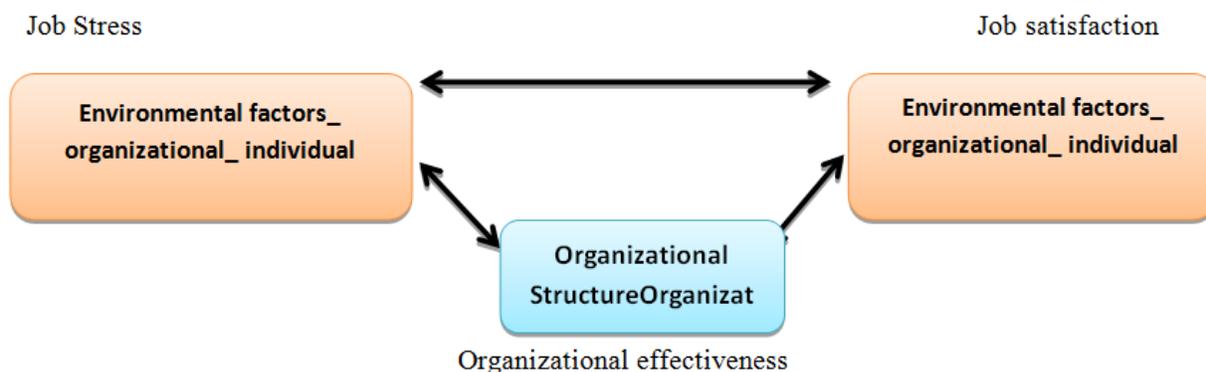


Figure 2: Conceptual model of research

**A Theoretical Framework for Research:** In this study we consider two independent variables of workplace stress and job satisfaction and one dependent variable which is organizational effectiveness. In order to measure the dependent and independent variables we used the following questionnaire. We used parson's questionnaire with 28 questions for measuring organizational effectiveness variable and used job satisfaction Herzberg (1966) questionnaire with 19 questions for job satisfaction and Cooper questionnaire (1983) with 48 questions was used for stress.

### Research Hypotheses

1. There are relationship between workplace stress and organizational effectiveness in Electricity Distribution Company of Fars province.
2. There are relationship between job satisfaction and organizational effectiveness in Electricity Distribution Company of Fars province.
3. The effectiveness of electricity distribution Company of Fars can be predicted based on the stress work environment and job satisfaction.

### MATERIALS AND METHODS

This study is a descriptive survey (non-experimental) and correlation research design and data collection methods in the field of library. For the purpose, it is applied research and because it has been done in the specified time the cross-sectional and time horizons in the field of organizational behavior management and explain the impact of the issue of workplace stress and job satisfaction of employees on organizational effectiveness. Consists of 130 employees of the electricity distribution company of Fars province and simple sampling method and sample size  $n = 100$  by using Cronbach's alpha coefficient of SPSS for questionnaire of organizational effectiveness of Parsons which equal to 0/93 and job satisfaction of Herzberg 0.79 and psychological pressure workplace Cooper 0.728 and three questionnaires in the range of 5-point Likert scale was used. The descriptive and inferential statistics were used Frequency tables and bar charts and statistical indicators including statistical test multiple regression analysis (multivariate), Pearson correlation coefficient was used to test the research hypotheses.

**Research Article**

**Analysis of Data**

**First Hypothesis**

There are relationship between workplace stress and organizational effectiveness in Electricity Distribution Company of Fars province.

Depending on the type of data analysis to evaluate the relationship between the Pearson correlation tests was used.

**Table 1: To investigate the relationship between workplace stress and Effectiveness**

Type of relationship and their validity	Resulted sig	Significant limit	Correlation coefficient of pearson	
The lack of significant relationship	0.539	0.05	-0.062	Stress of workplace Effectiveness

The correlation between stress and Effectiveness is (-.062) in according to the great Sig, due to the significant level ( $0.05 < 0.539$ ) there is no significant relationship.

**Second Hypothesis**

There is relationship between job satisfaction and organizational effectiveness in Electricity Distribution Company of Fars province.

Depending on the type of data analyzed, the Pearson correlation test was used to assess the relationship.

**Table 2: Examine the relationship between job satisfaction and effectiveness**

Type of relationship and their validity	Resulted sig	Significant limit	Correlation coefficient of pearson	Results Variables
Positive and significant	0.000	0.05	0.787	Job satisfaction effectiveness

There are positive and significant relationship between the amount of correlation of job satisfaction and organizational effectiveness (0.787) and it is smaller than sig ( $0.05 > 0.000$ ).

**Third Hypothesis:** we can predict organizational effectiveness of Electricity Distribution Company of Fars province based on workplace stress and job satisfaction. We used simultaneous multiple regression method which is known Enter method in SPSS, in this model, the variable effectiveness are dependent and job satisfaction and mental stress are independent variables.

**Table 3: Study the direct effect of job satisfaction variable on organizational effectiveness**

F	sig	Standard deviation	Beta coefficient	Statistic of t	results variables
83.458	0.000	0.079	0.787	12.632	Job satisfaction
	0.068	0.119	0.117	1.848	Stress of workplace environment

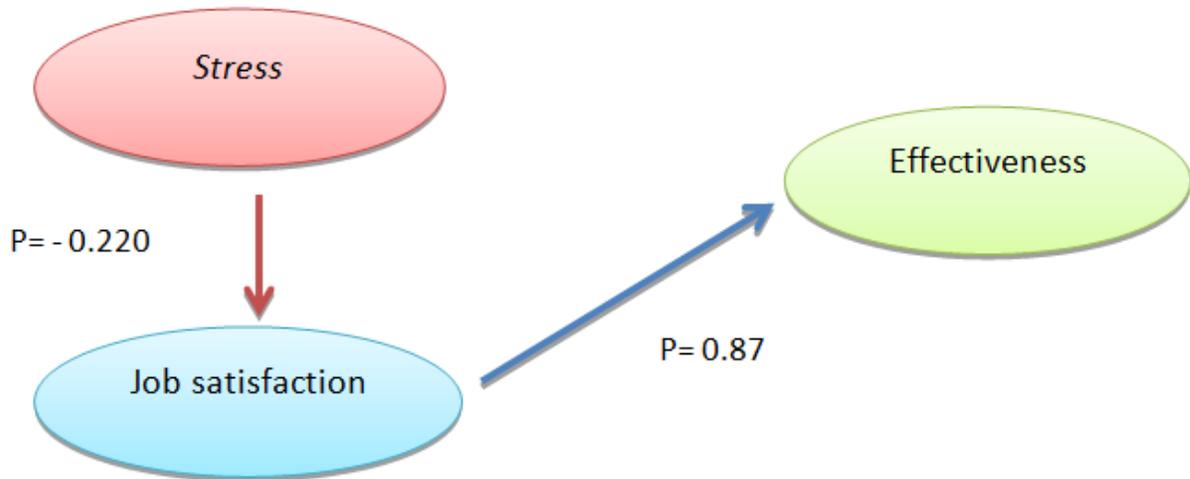
According to Table 3, the impact of job satisfaction on organizational effectiveness is strong and positive and significant (because of the Sig 0.000, and it is smaller than 0.05) and its beta coefficient is positive and equal to 0.787. While stress does not direct and significant impact on organizational effectiveness (Because of the 0.068 Sig and it is larger than 0.05) but because its beta coefficient is positive and equal to

**Research Article**

0.117 we can be expressed that workplace stress indirectly and direct impact of employees job satisfaction variable on the organizational effectiveness the dependent variable has an impact on organizational effectiveness. We can calculate the indirect impact of workplace stress variable on the organizational effectiveness by the simple path analysis. So in according to the results we can revise the initial conceptual model of the study which explained the direct impact of workplace stress independent variable on the dependent variable of organizational effectiveness into the indirect impact of workplace stress variables on organizational effectiveness and through the job satisfaction variable.

**Conclusion**

The final conceptual model of the study: predict the indirect impact of work stress variable on the organizational effectiveness through a direct effect on job satisfaction variable on the organizational effectiveness in Electricity Distribution Company of Fars province.



**Figure 2: Ultimate Conceptual model of the study**

We can account indirect effect of stress in work’s environment on the organizational effectiveness by multiply two measures of stress in work’s environment and job satisfaction which is this measure is - 0.173. Also the regression equation is like this:  $y = -0.372 + 0.787x_1 + 0.117x_2$ . In this equation, the variables  $X_1$  &  $X_2$  are job satisfaction and job stress and variable  $y$  is organizational effectiveness. Calculation of coefficients  $R$  and  $R^2$  or Determinable: According to information in the table below, the  $R$  is 0.795 and the coefficient  $R^2$  or Determinable is 0.632, that means %63 of the variance in job satisfaction, organizational effectiveness is explained by the regression model with the independent variable. In order to reach the variance of organizational effectiveness to %100, it should be study the impact of other independent variables on organizational effectiveness which is Completed %37 of remaining and guide the organization to reach the % 100 effectiveness. Compare the average of research variables based on demography are: 1 – Compare the average of research variables based on gender.

**Table 4: Comparison of variables by gender**

Organizational effectiveness		Job satisfaction		Stress of work environment		Gender
Range of changes	Average	Range of changes	Average	Range of changes	Average	
2.76	3.0885	2.32	2.7268	1.71	3.1833	Male
2.08	3.1851	1.89	2.7929	1.2	2.9924	female

**Research Article**

Comparison of means: workplace stress and job satisfaction in males and females, and females greater organizational effectiveness.

**2. Comparison of Variables Marital Status**

**Table 5: Comparison of variables by marital status**

Organizational effectiveness		Job satisfaction		Stress of work environment		Marital status
Range of changes	Average	Range of changes	Average	Range of changes	Average	
2.76	2.2527	2.26	2.7379	1.71	3.0841	single
2.39	3.0811	2.16	2.7524	1.56	3.1448	married

The comparison of means: stress and job satisfaction is more in married people but organizational effectiveness is more in single person.

**3. Comparison of Variables in Terms of the Degree**

**Table 6: Comparison of variables in terms of the degree**

Organizational effectiveness		Job satisfaction		Stress of work environment		Degrees
Range of changes	Average	Range of changes	Average	Range of changes	Average	
2.19	3.1195	2	2.6478	1.13	3.1186	graduate
2.54	3.1782	2.16	2.8165	1.57	3.1355	undergraduate
1.38	2.9780	1.6	2.5416	1.32	3.1326	postgraduate

Comparison results of averages are: workplace stress and job satisfaction and organizational effectiveness of the undergraduate are more than graduate persons. In according to the results of hypothesis test and analyzing data has been done based on explanation of results and compare with the similar studies of internal and external research.

**First Hypothesis**

There are relationship between workplace stress and organizational effectiveness in electricity Distribution Company of Fars province.

There is not significant relation according to given the magnitude of the resulting Sig (0.539) of significant ( $0.05 < 0.539$ ) but according to the negative coefficient of Pearson (0.062) in the above equation, this result is consistent with the results of the following investigation.

- 1) A study that has been done by Hussein (2003), in the field of prioritizing positive and negative effects of stress management techniques by using AHP Electricity Distribution Company of Fars province which was Concluded that high workloads, time constraints, financial constraints, job responsibilities, requirements of the work environment and lack of control over work to have the greatest role in creating stress for managers.
- 2) A study that has been done by Ali and Asadi (1390) for evaluation and comparison of job stressors concluded that the organizational structure, methods of administration, human resource development, work flow, bonuses and contributions are the most important stressors in their job respectively.
- 3) A study that has been done by Yazdi and Jafari (1389) in their paper titled “Interactive Effects of stress and job satisfaction among managers Tabriz Oil Refining Co”, resulted that low levels of job stress and job satisfaction of managers to lead increase manager’s satisfaction for their organizations and jobs.

**Second Hypothesis**

There are relationship between job satisfaction and organizational effectiveness in the electricity distribution companies of Fars province.

**Research Article**

In according with analyzing data and the strong correlation between job satisfaction and organizational effectiveness value of 0.787, Sig achieved smaller than significant range (0.05>0.000), there are significant and positive relationship between them and the result is consistent with the results of below research.

**1) Safary (1389):** In the article "The relationship between organizational situation and job satisfaction among employees, Islamic Azad University of Damavand" resulted that, there are a significant relationship between the nature of the job satisfaction, the satisfaction from the manager, satisfaction with salary, satisfaction with coworkers, satisfaction with organizational situation, job promotion.

**2) Vigniz (1992):** During the study concluded that job satisfaction significantly affects the life satisfaction. It has achieved significant relationship between Effect of life satisfaction on the job satisfaction and between age and educations ( $P < 0/ 05$ ) also by increased education, job satisfaction will increase.

**Third Hypothesis**

We can predict organizational effectiveness in the electricity distribution companies of Fars based on stress and job satisfaction.

1. Mirsepasi (1378) said that the cause of importance and necessity of studying the effectiveness of employees in an organization is that the factor of human resources has an important role in achieving organizational goals.

2. Foster (2010) in the article "Job satisfaction and turnover among employees," concluded that with respect to time, cultural factors, economic and social conditions should seek the factors that affecting job satisfaction and creates incentives for greater cooperation and unwillingness to change careers and focus needed to deliver appropriate services that plays an important role in goals of an organization.

3. Kdpr (1994) in his book in title of "a way of understanding and coping with the stress" concluded that the study of stress and its impact on organizational performance leads to reducing performance, productivity loss, retreat and leave the organization, damaged morale, job dissatisfaction.

**Suggestions**

A - Proposal to Fars Electricity Distribution Company to reduce stress and increase job satisfaction among employees.

**Table 7: Types of Stress Management Strategies**

<b>Strategies</b>	<b>individual</b>	<b>Organizational</b>
Stress prevention	Acquired optimistic time management, Leisure Management	Redesign jobs - demystification and transparency - management style and organizational structure - Organizational Culture and Communication - a fair reward
Stress prevention	Status - Private - cognitive appraisal of stress Technology Compatibility -	Counseling and psycho - social support, team building
Stress Prevention and Treatment Outcome	Relaxation and Fitness - Meditation and Diet - biofeedback (physiological) - its openness - Medical Treatment	Employee assistance programs - enough time to relax and leave the stress - improving conditions

In order to increase job satisfaction pay attention to organizational factors such as salaries, wages, bonuses, fringe benefits and amenities, promotion, job enrichment, job rotation, under the supervision of the catch, something more challenging, more freedom in decision-making, Information about its duties, to increase knowledge and enhance the educational, policy of organizational and environmental factors such as, style of management, appropriate work groups and conditions such as, job security, no worries,

### Research Article

employee participation in decision-making Working with other people, a sense of justice as well as factors such as the nature of work, and the gamut of jobs, average job diversity and individual factors, Such as age, gender. In order to reduce it should be control the stress because they are inherently not malicious even positive stress can be a factor to motivate, stimulate and further efforts to achieve the goals. Reactive and passive approach to the stress is costly and it has some disadvantages such as reduced performance, high absenteeism and high turnover. This method of treatment, in the following table, several strategies have been proposed to deal with stress.

(B) Suggestions for future research: in according to the coefficient of  $R^2$  or Determinal is 0.632 and that means that %63 of the variance of organizational effectiveness is explained by the regression model and independent variable of job satisfaction, so for completing%37of remaining, it should be effective variance reach to the %100. It is recommended that in future studies of the examine the impact of other independent variables such as commitment, motivation, communication, conflict, career planning, performance evaluation and reward system, culture, health, study, change and improve organizational effectiveness. Also you can prioritize the use of techniques such as AHP and fuzzy TOPSIS to know the lowest and highest causes of workplace stress and job satisfaction in order to improve the situation.

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