Research Article

THE RELATIONSHIP OF STRESS AND OCCUPATIONAL MOTIVATION IN MANAGERS OF SOCIAL WELFARE ORGANIZATION OF TEHRAN CITY

Saber Khandan Alamdari[1] and *Javad Mehrabi[2]
[1]*Department of Accounting, Roudehen Branch, Islamic Azad University Roudehen, Iran*
[2]*Department of Management, Qazvin Branch, Islamic Azad University, Qazvin, Iran*
*Author for Correspondence

ABSTRACT
The current study was accomplished in 2008 – 2009 in order to examine the relation of occupational stress and managerial motivation among managers of the social welfare organization. The method of the study is correlative. The studied sample in this study was 181 persons of managers of the social welfare organization. Sampling was done in the form of random simple sampling. In this research the questionnaires of occupational stress and managerial motivation were used. In order to solve the question of research, the collected data were analyzed using the correlative coefficient of Pearson. The obtained results indicated that there is a meaningful and positive relation between the occupational stress and the managerial motivation in the meaningfulness level of $P < 0.01$ and ($r= 0.65$).

Keywords: Occupational Stress, Managerial Motivation, Social Welfare Organization

INTRODUCTION
In the industrial society of today, the discussion of tension (stress) not only has been paid attention to considerably in the medical and psychological fields because of its prevalence domain and harmful consequences, but also it has given the management researchers a significant mission. A group of experts of science of organizational behavior have named the stress as the common disease of century and the concept of stress currently has turned into an interdisciplinary subject in human sciences and medical and related fields. In today's medical science there are different perceptions of stress such as "urgent" and "compulsion" against the stimulants, excitement against mental reactions, urgent and compulsion toward the physiologic changes caused by it (Doyle, 2003). Kaplan and Sadok define stress as follows: the human being in his lifetime is under the influence of various nervous and mental pressures which effect on his mental and security and inner comfort and also performance. Generally, stress is based on a complex pattern of excitement modes, physiologic reactions and related thoughts which occurs in response to the external demands or requests (Greenberg and Baron, 1970, quoting from Saatchi, 2002). The occupational pressures are a set of conditions or events which disarrange the adaptive performance of the staffs and cause adverse psychological, physical and behavioral reactions (Kahn and Byosiere, 1992).
Ivan Switch and Matsol have a definition for the pressure which is simply said as: "the occupational pressure is the adaptive response to an external condition which leads to physical, psychological or behavioral deformations of the staffs of the organizations".
Occupational stress (tensioning) can be considered as accumulating the stressor factors and the conditions related to the occupation which most of the people agree about it. In the examination of occupational stress, the focus is on three factors, individual features of the worker, work conditions and the resultant of their both interaction which has a decisive role in creation of the occupational stress. This perspective is compatible with the transactional pattern of Lazarus (Griffin, 2001). According to the idea of Cooper and Marshal, the stressor conditions in the work environment and social and economic life of the workers along with disturbing the mental and psychological balance in the people, reduce the productivity of the workshops and also cause the reduction of occupational motivation and satisfaction (quoting from Saatchi, 1997).
Most of the researches in recent years were dedicated to the professional examination of stress and the aim of most of them has been to convince private institutes and governmental organizations about the

Research Article

consequences of this phenomenon on physical and mental hygiene of the people. Thousands of researchers have tried to estimate the taxes related to the damages of stress in institutes and also in the surface of the society (Jennifer, 2008). Researches indicate that the occupational stressors are a widespread range which has considerable operational and economic consequences. According to the report of national committee of professional health and security (1999), between 26 to 40 percent of the staffs have evaluated their work is stressor. Also, 28 percent of the European staffs suggested that the occupational stressors in the work environment are the cause of creation of some problems in their lives (Levi and Lund-Jensen, 1996).
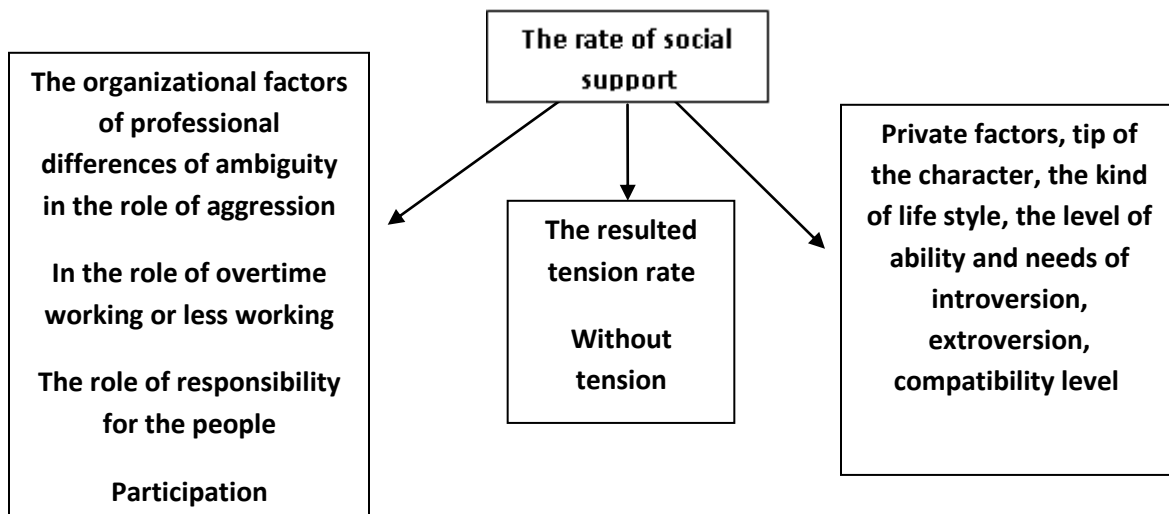
Occupational stressors increase the hygiene and treatment taxes. Also, the researches show that the existence of occupational stressors increases the rate of absence. The estimations done in the US and England show that the reason of about 50 percent of work days which the staffs are absent is the occupational stressors (Cooper *et al.,* 1996). The researches show that the organizations sustain millions of dollars losses due to the annual absence of their staffs (Cox *et al.,* 2000). The occupational stressors in long term can cause the inability of the staffs. The researches show that the occupational stressors restrict the rate of focus of the staffs and such that decrease the work capacity of them. Moreover, the carefulness and accuracy of the performance are decreased, too (Seale *et al.,* 1999). Also, the staffs that experience more occupational stressors have less organizational commitment (Mathieu and Zajac, 1990).

Occupation stressors also are along with the intention of leaving the job (Chen and Spector, 1992). These experienced stressors in the work environment have negative effect on the personal lives of the people, too (Doby and Caplan, 1995; Repetti, 1993; Totterdell *et al.,* 1995). During the recent decades, researches of the industrial and organizational and management psychology fields have emphasized on the existence of different reactions of the staffs about the work and the related behaviors to this reaction. The structure of occupational conflict is one of the reactions related to the work which has been examined from various aspects. The concept of occupational conflict has attracted a wide experimental and theoretical attention to itself during the recent decades and the interest in the study of the concept of occupational conflict mostly has been focused on determination and identification of its determiners (Hollenbeck *et al.,* 1982). According to the definition of Kanugo (1982) the occupational conflict has an important share in the psychological identity of the person. The occupation of the staffs with high conflict has a closed relationship with the identities, motivation and occupational satisfaction.

Occupational dissatisfaction is one of the most common consequences of the occupational stress. The results of most of the researches have indicated that as the severe mental pressure can reduce the occupational satisfaction, motivation and productivity, the low mental pressure is necessary for the successfulness of the human.
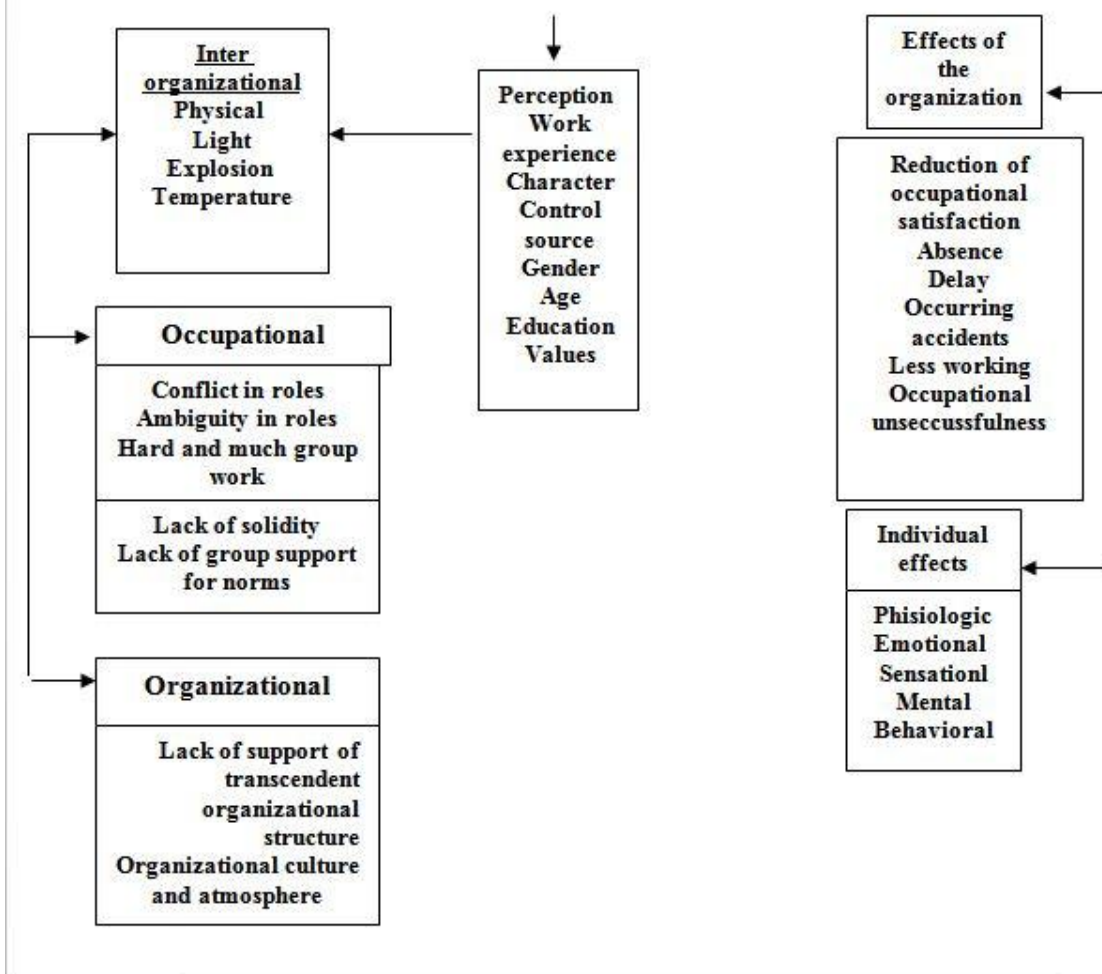
For more explanation about this subject this should be said that the stressors which are from the occupation and create pressure for the human, are not all considered as negative factor and their effect is not disgusting, but a group of the stressors later will have the prior effect as the analeptic and plausive motivator (Khosravi and Behzad, 2003). The concept of occupational conflict as a reaction is an important variable which helps increasing the effectiveness of the organization. As the level of the occupational conflict of an organization is higher, its effectiveness is increased, too. Among the various perspectives, the most realistic views of the occupational conflict are a function of the character on the organizational atmospheres (Aryee, 2007).

Lotatre (1981) has extracted the prior factors to the mental pressure or in other words the stressor factors on the staffs as follows: the exterior organizational stressor factor, the organizational stressor factor, the group stressor factors, the individual stressor factors, occupational pressures. As it is observed, these reasons are both in the organization and out of it (quoting from Daqiqi and Farhangi, 2000). Various factors such as lack of group correlation, lack of social support, contrast among the individuals and group, and the internal contrast of the individuals can be the potential source of the mental pressure. Psychologists of the University of Michigan describe various factors effective in creating the occupational stress which is shown in the following graph (adapted from Steers, 1984; retrieved from Daqiqi and Farhangi, 2000).

Research Article

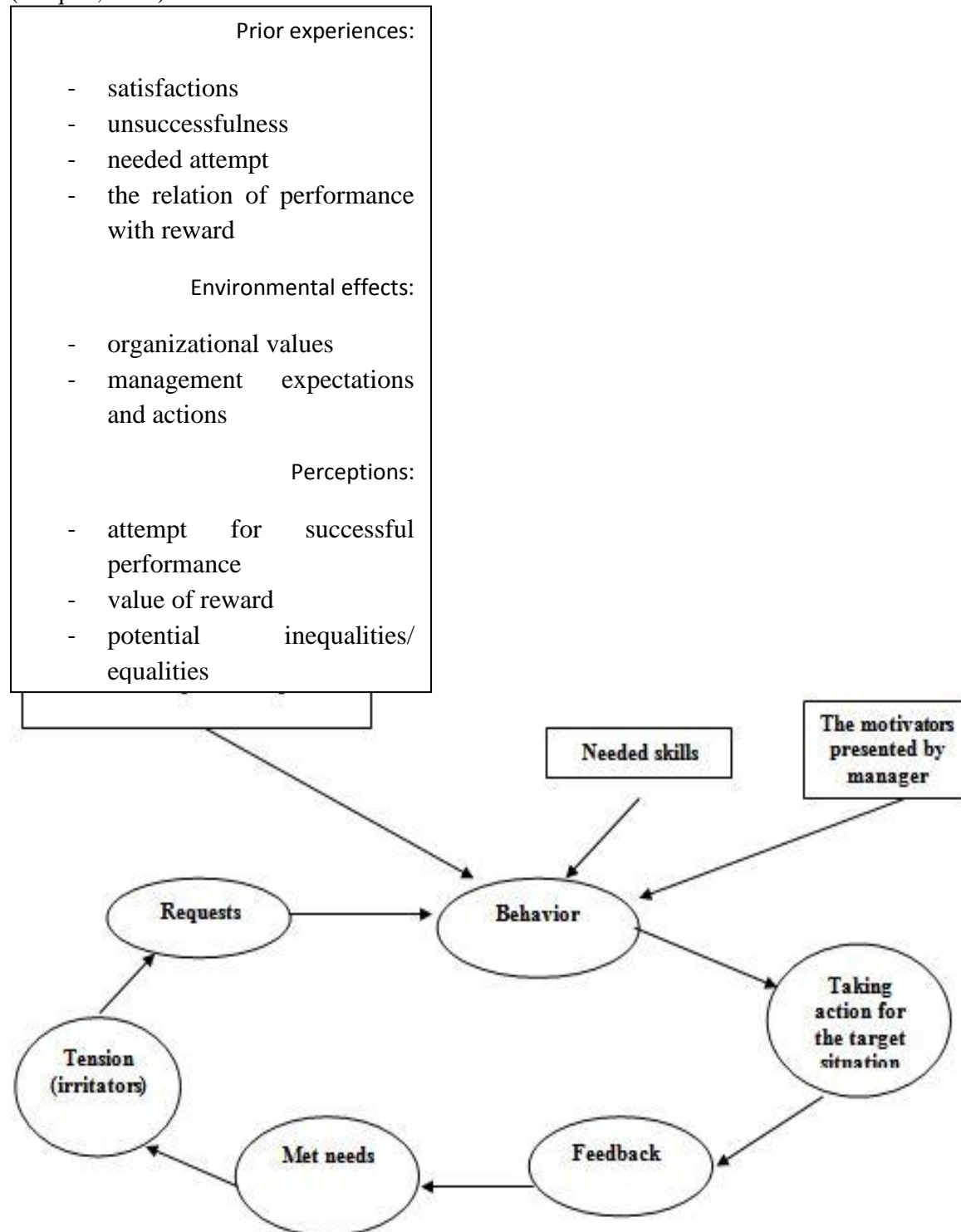**Graph 1: The major factors in occupational stress**

Steers (1984) presents the factors and consequences of the stress as follows:
Regulators Stressor Factors

Graph 2: The factors and consequences of the stress (the potential consequences of the variables)

Research Article

Motivation is one of the most complex subjects in the organizational behavior. The motivation refers to the degree of preparation of an organism to follow a number of planned purposes. The process of motivating and supporting the purpose based behavior is called motivation. The motivation is the interaction of a series of variables and factors which has been briefly shown in the following model (Moqimi, 2007):

Prior experiences:

- satisfactions
- unsuccessfulness
- needed attempt
- the relation of performance with reward

Environmental effects:

- organizational values
- management expectations and actions

Perceptions:

- attempt for successful performance
- value of reward
- potential inequalities/ equalities

Graph 4: The interaction of the variables and their role in creating the motivation

Research Article

Preparing the necessary motivation for doing the work and paying attention to the motivational powers of the staffs are from the most important and meanwhile complex duties of a manager (Robins, 1999). Paying attention to the motivational powers in the governmental organizations special in organizations which their staffs have to do heavy and difficult works is one of the most important managerial skills, for example, Gurin *et al.,* (1960) under effect of major motivational theories such as Herzberg, Masner, Scheniderman and Maslow examined the relationship of increasing stress with the reduction of motivation of the staffs of organizations. In the regard of motivation of the staffs there are several theories which can be expressed in form of content, processing and contemporary theories (Cohrs and Ditty, 2006). In the following the major motivational theories such as Maslow Herzberg which examine the motivational factors in human are discussed.

The hierarchy theory of Maslow prepares an operational motivational framework for the managers. Managers with analyzing the theories, attitudes, quality and quantity of the staffs and the characteristic conditions can take appropriate action in order to identify the need level of the staffs which they are always try to meet it. For creating motivation in the staffs, principles such as fair rewards which are related to the performance of the person, the ability of doing the work for the individual and distinguishing among the low level needs and high level needs must be observed. According to the two-factor theory of occupational motivation of Herzberg, motivation is under the effect of motivation stimulant (mental or internal factors of the person) and hygiene factors (external factors) which are necessary for doing the work. The stimulant factors of motivation include: successfulness, development and appreciate, the work and responsibility's nature, meanwhile the hygiene factors (external factors) are necessary for supplying and keeping organizational health. Identification of hygiene or external factors mainly is related to the environment and the field of work and conserves the staffs in the organization and it includes: policies and principles and conditions of the work environment, salary, personal relationships and occupational security (Davis, 1980; Gawel, 2004). According to the two-factor theory of Herzberg, in order to create motivation in the environment managers must use their knowledge for assuring of the matter that there are hygiene factors in the work environment. In order to create motivation in them, they can give more responsibility to the staffs and appreciate their successes and create the motivation of successfulness in them. The motivated staffs will believe that they can control their occupation and this belief can be effective as the major factor of team management, empowerment and Entrepreneurship. One of the problems of the governmental organizations in Iran is low rate of salary and since the salary and occupational benefits are of the server factors, the attempts to create motivation in the staffs and increasing productivity will not have any results before balancing the salary of the staffs (Moqimi, 2007). According to the attractiveness - waiting theory the people's behavior is influenced by their perceptions of their behavior's consequences very much. The manager who identifies the expectations and desires of his workers can properly react to the expectations of any individual in order to create the motivation (the same reference). Therefore, the stresses caused by the occupation have a positive and meaningful relationship with the managerial motivation and as their stress is more, their managerial motivation is powerful or weak (Therese, 2008).

Regarded to the mentioned cases, the identification of occupational motivations and factors which cause lack of occupational satisfaction in the work environment has a close relationship with the development of the organization, so, regarded to the mentioned subjects above, the main purpose of this study is to examine the relationship between the occupational stress and the managerial motivation of the staffs of the social welfare organization in Tehran city. In order to do this work the following question was expressed and studied:

Is there any relationship between the occupational stress and managerial motivation?

MATERIALS AND METHODS

Research Methodology

The current study is of the kind of correlation studies. In this study the independent variable is the occupational stress and the dependent variable is the managerial motivation.

Research Article

The Research Sample and the Sampling Method
The research sample included 181 persons of managers of the social welfare organization of Tehran city. The method of estimating the sample volume was due to the Dilman and Salnet, and the sample volume estimated equal to 181 persons. The sampling method in this study was in form of simple sampling.

Research Tools
The research tools in this study were the occupational questionnaire of R. S. Eliot and the questionnaire of managerial motivation measurement. The questionnaire of R. S. Eliot has been made by Eliot (1985) and has been translated by Na'ami (2004) and it has been used in several researches.

The occupational questionnaire of R. S. Eliot is a questionnaire which is used in order to measure the occupational stress. In order to access validity, this questionnaire had been correlated with the occupational stress questionnaire of Heliger and they reached 86% of Cronbach's alpha coefficient. The questionnaire of occupational stress measurement innovated by Myner and Smith (1989). The reliability coefficient of this questionnaire has been reported between 80% and 93% using Cronbach's method which indicates its high consistency.

RESULTS AND DISCUSSION
Research Results
In this section the research results are presented in two parts including:

A) Describing the data: in this part the main purpose is to describe the obtained data from the tests which are presented in tables 1 and 2.

Table 1: The distribution of mean and standard deviation of the tests separated by the occupational stress

Maximum Score	Minimum Score	Variance	Standard Deviation	Mean	Numbers	Variable
79	40	70/55	8/40	60/34	181	Occupational Stress

Table 2: The distribution of mean and standard deviation of the testees separated by the managerial motivation

Maximum Score	Minimum Score	Variance	Standard Deviation	Mean	Numbers	Variable
49	13	77/35	8/79	33/58	181	managerial motivation

Due to the background of the subject and the researches done in this field the research theory includes:

There is a Relationship between the Occupational Stress and Managerial Motivation
This theory was examined through the correlation test of Pearson and its results have been given in table 3.

Table 3: Summary of the results of the correlation test of Pearson between the occupational stress and the managerial motivation

Meaningfulness level	r^2	r	Variable 2	Variable 1
0/01	0/42	0/65	Occupational stress	Managerial motivation

As seen in the table 3, regarded to the obtained value of r (0.65) and the meaningfulness level (0.01), the zero supposition can be rejected and the research supposition can be accepted with 95% of reliability.

Research Article

Discussion and Conclusion

The obtained result from the above test indicated that there is a relationship between the managerial motivation and occupational stress which is meaningful statistically. In the comparison of this study's result with the results of the other studies in this field it is observed that:

Atkinson and Litwin (1960) (quoting Litinger, 1982) confirmed the existence of a relationship between the occupational conflict and development motivation, and they described the staffs with high occupational conflict as purposive persons and the staffs with low occupational conflict as the persons who are severely afraid of failure. Some factors can play the role of occupational stressors such as the occupational stressors related to the duty such as heavy roles and very complex duties, factors related to the role stressors like role ambiguity and role conflict, factors related to the social stressors which consist of weak interactions with coworkers and supervisors, the factor related to work disciplines like night working and various work shifts, factor of occupational stressors including the lack of occupational security and limited occupational development opportunity, factor related to the traumatic accidents like injuries, sever occupational accidents and ultimately factors related to the making changes in the organization including minimizing of organization or combining it with another organization and organizational unfairness (Borman *et al.,* 2003). Kashanian (1991) examined the effective factors on steadiness of the research staffs' employment in companies of national industries organization of Iran and in this regard he selected five companies of the mentioned organization as statistical society due to the width of the national industries organization of Iran and ultimately it can be said that the implication of organizational and personal variables on the steadiness of staffs' employment were various considering the gender, level of background and experience, age conditions, educational document, level of income, marital status and the occupational category of the staffs. Among these variables in this study, the stressor factors were effective on occupational satisfaction and motivation and in a way on the steadiness of staffs' employment. In studies which Bakhshi *et al.,* accomplished in order to determine the factors influencing on occupational motivation of faculty members of medical sciences university of Rafsanjan, the results showed that 81 percent of the faculty members consider the internal factors and 72 percent of them consider the external factors effective on the creation of occupational motivation. In the internal factors respectively the factor of salary and payment, occupational security, work environment conditions, the way of communicating with others, supervision and monitoring and the policy which rules the work environment and in the external factors respectively the work nature, cognition and appreciation of the individuals, occupational development and improvement have the most roles.

Franco (2004) examined the influencing factors on the motivation of the hygiene staffs and concluded that the sense of pride, financial and nonfinancial encouragements, efficiency, integrity in management and occupational security are the most important motivational factors. In another study which was done by Timreck (2002), his studied individuals considered factors such as sense of successfulness, recognition, sense of responsibility and receiving promotions as the motivational factors and they considered factors such as sense of sin and threat as negative factors.

Rantz (1996) has considered the factors such as positive support, interpersonal relationships and increasing the self-motivation important in the examination of motivational factors of the staffs; while Spector (1985) in his research reports considered the ability to make decisions, competency, participation in works and sense of curiosity as the internal motivational factors and the atmosphere of competition, evaluation and Non-mandatory doing the work as the external motivational factors. Brown (1996) in a study related to the motivation of nurses which he did, he expressed four factors as the stress factor in nurses including: the lack of support from the supervisors, having many responsibilities, long work hours and large volume of duties. However in the studies of Bakhshi (2004) the work nature is the most important factor of internal motivation and appreciation and recognition are in the second level and they are compatible with the results of the current study. In the study of Jahani (1989) and Hasanian (2000) the importance of hygiene factors in creating motivation is more than motivational factor and it is not compatible with the current study. It seems that the factor of difference in these few recent studies is the different nature of the works. People like the active jobs more than the regular and usual works, in fact the

Research Article

professional works after some time cause boredom and disenchantment and weaken the work motivation in them, so the motivation can be created through making the job varied (quoting from Alaqe, 1991). In another study Aziz *et al.,* (2005) indicated that among the external motivational factors the most score were respectively accrued to the preparation of conditions and occupational security and about the internal motivational factors the most score were respectively accrued to the natural interest in teaching and having clarity.

The results of the study of NourBakhsh *et al.,* (2004) indicated that there is a meaningful correlation between the occupational satisfaction and dissatisfaction and hygiene and motivational factors. Also, there was a meaningful difference between the motivational factors and hygiene factors of women and men. The research's findings showed that there was a meaningful relationship between the implication of motivational factors, hygiene factors and gender with occupational satisfaction and also the implication of motivational factors, hygiene factors and education years, age and the education field with the occupational satisfaction.

The study's results of ShokrKon (1994) about the influencing factors on the steadiness of the research staffs' employment of the companies of national industries of Iran indicated that among these variables, the occupational stressor factors influence on occupational satisfaction and in a way on the steadiness of staffs' employment (Zakhimi and Pour, 2003).

And also Rahimi (2003) compared the rate of conflict and the occupational stressors factors in the nurses working in oncology and general surgery sections affiliated with the medical sciences university. The findings of the study indicated that the implication of stressor factors has a direct relationship with the reduction of motivation in the nurses. His study's result shows that the majority of the nurses of oncology and surgery have low rate of tension related to the signs of conflict and high rate of tension related to the stressor factors of confliction. Consequently the occupational dissatisfaction has been observed in sections with high rate of tension.

Abtahi and Alvani (1989) did a study on the nervous pressures of managers of the industry part of the country and they have examined the stressor factors, kind of pressures which managers have involved in them and solutions for dealing with them. The used tool in this study was a questionnaire which measures the occupational factors such as confliction in role and role ambiguity etc. Managers in this study named some factors as the cause of their occupational pressure which respectively included: very high sensibility, many responsibilities, timidity andtaciturnity,impatience, anger, unsuccessfulness in continuing education, lack of belief, political and ideological awareness, mental, psychological and physical weaknesses and diseases caused by it, lack of successfulness in work and finally form and appearance of it. JamshidNezhad (1996) compared the occupational stress and the occupational satisfaction in managers of elementary and high schools in Tehran and the research's results indicated that most of the managers (71 percent of the total testees) evaluated their work stressor or very stressor as the principal of the school and about the occupational satisfaction, the managers who were more pleased with their occupation have reported less stress about their occupation.

Also, in a study entitled "is the relationship between the occupational stress and satisfaction random?" in order to solve the question eleven persons of the staffs of a legal company (with more than six employee) participated in the mentioned research and the results is as following: through the stress test (Girardo *et al.,* 1991) and the occupational satisfaction test (Spector, 1990) and through doing the statistical analysis obtained, the ultimate correlation between the stress level and occupational satisfaction in the test ($r = 0.694$) with the level of alpha which was determined equal to 0.5 (quoting from Cox, 2000; Carson and Carson, 1995) and the results of this study indicates that:

There is a strong and reverse relationship between the stress and occupational satisfaction and even if some limited actions are taken, it will be proved that the other factors such as occupational motivation, rate of salary, occupational security, type of the work etc. have effective role in the occupational satisfaction.

In a study which has been accomplished in a hospital in Maryland State by two researchers named Blicky and Vo Cot, the boredom cases caused by work and stress and their relationship with the occupational

Research Article

satisfaction indicate that statistically the existence of a meaningful relationship between stress and occupational satisfaction among the staffs was confirmed and also, from other results of this study is the lack of any meaningful relation between the rate of occupational satisfaction and the level of education of the hospital's personnel (quoting from Cooper *et al.,* 1996).

Levi (1996) in his studied on the occupational satisfaction, the way of attitude and managers' performance found that statistically there is a reverse relationship between the stress and the occupational satisfaction; and Carson and Carson (1995) did a research on the implications of stress, occupational motivation and occupational satisfaction of governmental managers of the US. The results of this research indicated that they gained an important relationship between the high level of stress, low level of motivation and lack of occupational satisfaction.

Charles (1997) in his study showed that the high levels of ambiguity and role conflict as two important occupational stressor factors are along with low levels of occupational satisfaction, high levels of stress, low level of occupational motivation and the intention of leaving the work. They announced that the highest rate of correlation has been between the ambiguity and role conflict with the satisfaction of supervisor (-0.36). This result indicates that the supervisors are the largest factor of conflict and role ambiguity in the work environment (quoting from Cooper *et al.,* 1996) Kahn and Byosiere (1992) have found a meaningful correlation between the heaviness of role with the psychological problems such as stress and failure, and also with the occupational satisfaction and the intention of leaving the work and physical problems. In addition to it, the researches done by Kanugo (1982) have indicated the negative implications of occupational stressors such as the existence of conflict and weak communication in the work environment on the occupational satisfaction.

The researches done by Spector and Jacks (1998), Franco and Bennett (2004) indicated that the social stressors are along with the psychological problems such as occupational dissatisfaction, low motivation and psychological and physical irregularities.

The considerable discussions in reduction of the organizational stress are offered as follows:

1) Creating the appropriate organizational culture which reduces the role ambiguity and conflict as far as possible and acceptable, and also, the organizational culture must encourage the staffs' performance and creation of effective relationship.

2) Creating educational equipment and developing the staffs' skills in the organizations in order to empower the staffs for the organizational activities which may be referred to them in the future.

3) In each organization, managers and the staffs must be participated in making decisions and moreover be sufficiently educated in organizational planning and for promotion of the occupational path.

4) The financial needs of managers and the staffs must be set and paid based on fair salary.

5) In each organization, managers and the staffs must be interfered in the organizational problems and they should not be in different against their organizational and non-organizational problems and they must be supported and caressed.

6) Creating the appropriate work conditions or reducing the occupational stresses, for instance taking actions such as eliminating physical disturbances like noises of the work environment or changing the organizational decision making processes and creating conditions in order to increase the occupational security can be very useful.

7) Each organization must emphasize the preventive organizational and managerial ways in order to prevent from any sever stress. Also, in each organization the necessary trainings should be presented so that the staffs have the necessary ability in order to deal with stress when they face it. Identify the relationships between stress and the individual or the individual against the stress, the stressor relationship in the individual and their work purposes. The interfere solutions may include the change and transformation in the rate of staffs' responsibility, creation of a more appropriate work environment, training the ways of dealing with the stress such as training the skills related to the relaxation. The staffs have different capacities in terms of tolerance and ability to deal with the stressor conditions and since the stress resources are different from one person to another one, preventing and training and presenting the appropriate and in time solutions in form of the interference are effective in reduction of stress.

Research Article

8)   Education managers and staffs in order to get familiar and compatible with the conditions of the work environment and get familiar with the solutions for dealing with the difficult conditions which can hardly be changed will help them very much. Providing the interfering solutions like consulting services, behavioral cognitive interferences, helping plans or professional plans against stress have a very important role in reducing tensions.

9)   The persons who are accountable must pay more importance to the effective factors in creating the occupational motivation of managers and staffs. Prizing the managers in different occasions, creating variety in work, appreciating the staffs for different occasions and right communication with the staffs and manager, make the management profession more effective and provide the opportunity to do better performance.

10)   The duty of each organization not only is the welfare of the staffs, but also it is creating balance among the staffs' welfare, organizational purposes and considering the priorities. If the accomplishment of organizational purposes is only possible with victimizing and making the staffs under pressure, the legislators and senior executives must change the inconsequent and illogical strategies and substitute more logical and appropriate strategies so that they can reduce the occupational stress and increase the occupational motivation and the sense of occupational security of the managers.

In the research process, the researcher has faced several restrictions which will be mentioned in the following:

- The statistical sample of the research has been selected from the population of staffs of the social welfare organization, so the results obtained are just expandable for this population.

- The prior researches in the field of occupational satisfaction and managerial motivation and public health measure the effect of each of these factors with other variables, for this reason about the results obtained from this research about the relationship of these variables with each other we could not exactly compare them with the prior findings. Also, it is suggested that the other influencing factors in the fields of occupational satisfaction and quality improvement and occupational stressors be identified and comprehensive researches in this field be accomplished in the departments and organizations.

REFERENCES
Persian References
Alaqe Band A (1991). *Preparations for Educational Management* (Amir Kabir Publication) Tehran.
Andre R Ross and Elizabeth M (1998). *Occupational Stress*, first edition, translated by Qolam Reza Khaje Pour (Industrial Management Organization Publication) Tehran.
Aziz Zade Forouzi M *et al.,* (No Date). Examination of Faculty Members on the Motivational Factors Influencing on Educational Performance, *Journal of Medical Studies and Education Center*, Second Period 2.
Bakhshi A and Abadi H *et al.,* (2004). Factors Influencing on Creation of Occupational Motivation in Faculty Members of Medical Sciences University of Rafsanjan, *Journal of Training in Medical Sciences.*
Bryan Lock C Ward (2002). *Stress Management*, translated by Mahdi QaracheDaqi (Peykan publication) Tehran
FarzadZakhimi (2002). *Reduction of Neurotic Pressures and Conflict in the Organizations and Ways to Deal with Them* (HavayeTaze publications) Tehran.
Hoseinian Z (2000). The Ideas of Faculty Members about the Motivational Factors on the Educational and Research Performance in the University of Medical Sciences of Hamedan, *Special Journal of Medical Education.*
HosseinShokrKon (1994). *People in Organizations*, *the Field of Organizational Behavior,* first edition (Roshd publication) Tehran.
Jahani J (1989). Examination of Influencing Factors in Occupational Satisfaction of Male Teachers of High Schools of Shiraz, MA thesis, Tehran, Tehran University
Kashanian M (1991). The Impact of Moral in Work, Articles on Principles of Organizational Behavior and Motivation, Tehran, Governmental Center of Education.

Research Article

Mahmoud Saatchi (2002). *Occupation Psychology,* first edition (Virayesh (Edition) publication institute) Tehran.

Mahmoud Saatchi (2002). *Operational Psychology for Managers,* fifth edition (Arasbaran publications) Tehran.

Maryam Khosravi and Behzad Pour Amen (2003). *Examining the Stressor Factors of Occupations, the Ultimate Report of Scientific Information and Documents Center of Iran* (Scientific Document Center publication) Tehran.

Na'ami A (2004). Occupational Examination of Staffs of Gas Organization of Khuzestan Province, Research Project.

NourBakhsh M *et al.,* (2004). Examination of Occupational Satisfaction of Physical Education Teachers of Ahvaz, Tehran, *Harekat Magazine*.

Rabinza (1998). *Principles of Organizational Behavior*, fifth edition, translated by Kabiri Q (Islamic Azad University Publication Center) Tehran.

Rahimi *et al.,* (2003). Occupational Motivation, *Journal of Nursing and Midwifery College*, Urumia.

Reon and Colman (No Date). *Mental Pressure and the Ways to Deal with it*, translated by Mohammad Reza NikKhoo and Sahi Al- Din Qofrani (Azade publication) Tehran.

Reza Daqiqi and Ali Akbar Farhangi (2000). *Tension in Work Environment*, first edition (NegaresheRouz publication) Tehran.

Robins Stifman (1997). *Organizational Behavior Principles*, translated by Ali Parsaeian and Seyed Mohammad A'raabi, Tehran (publication office of cultural researches).

Seyed Mahdi Alvani (1995). *Public Management* (Ney publication). Tehran

Seyed Mohammad Moqimi (2007). *Motivation and Excitement*, first edition (Arasbaran publication) Tehran.

Foreign References

Amiable TM, Hill KG, Hennessey BA and Tithe EM (1994). The Work Preference Inventory: Assessing Intrinsic and Extrinsic Motivational Orientations, *Journal of Personality and Social Psychology.*

Aryee S (1994). Job involvement: An analysis of its determinants among male and female teachers. *Revue Canadians des Science de L´Administration*, Retrieved April 4 2007.

Borman WC, Ilgen DR and Klimoski RJ (2003). *Hand Book of Psychology* **12**, Irving B. Weiner.

Brown SP (1996). A meta-analysis and review of organizational research on job involvement. *Psychological Bulletin* **120** 235-255.

Chen PV and Spector PE (1992). Relationship work stressors with aggression, withdrawal, Theft and substance use, *Journal of Occupational and Organizational Psychology* **65** 177-184.

Cohrs J and Dette E (2006). Integrating Situational and Dispositional Determinants of job Satisfaction, *the Journal of Psychology* **140** 363-396.

Cooper CL, Liukkonen P and Cartwright S (1996). Stress prevention in the workplace. (European Foundation for the Improvement of Living and working conditions.) Dublin, Irelan.

Cox T, Griffith A and Rial- Gonzales E (2000). Research on work-related stress, lumen Bourg: European Agency for safety and Health at work.

Carson KD, Carson P and Bedian AG (1995). Development and construct validation of a career entrenchment measure. *Journal of Occupational and Organizational Psychology* **68** 301-32.

Charles Wiyk (1997). Nurse Military Factory Influencing Burnout and Job Stress among Military Medicine.

Davis K and Newstrom J (1980). *Human Behavior Work: Organizational Behavior*, 8th edition (McGraw Hill C) New York.

Doby V and Caplan RD (1995). Organizational stress as threat to reputation, *Academic of Management Journal* **38** 1105-1123.

Doyle E Christines (2003). *Work and Organizational Psychology, An Introduction With Attitude* 111-158, *Psychology* (press Taylor & Francies group) 106-111.

Research Article

Eliot RS (1985). Measurement of Managers Motivation, *American Journal of community Psychology* **13** 693-713.

Elkin AJ and Rosch PJ (1990). Promoting mental health at the workplace, *State of the Art Review*, 5, 739-754.

Felstead A and Gallie D (2004). For better or worse? Nonstandard jobs and high involvement work systems. *The International Journal of Human Resource Management* **15**(7) 1293-1316.

Franco LM, Bennett S and Confer Rstubblebine P (2004). Determination and Consequences of Health Worker Motivation Hospitals in Jordan and Georgia.

Gawel JE (1997). *Hertzberg's Theory of Motivation and Mallow's Hierarchy of Needs* (ERIC Clearinghouse on assessment and Evaluation) Washington.

Griffin Moorhead Griffin W (2001). *Organizational Behavior People and Organization*, Sixth Edition, Arizona state University (Managing Houghton Mifflin Company) Boston New York 220-246.

Gurin GJ, Veroff J and Feld S (1960). *Americans View their Mental Health* (Basic Books) New York.

Hollenbeck JR, Connolly T and Rabinowitz S (1982). Job involvement 1977-1981: Beyond the exploratory stage. Working Paper, Michigan state University, Ann Arbor: MI.

Jennifer Mclean (2008). Stress and Job Satisfaction among Distance Educators, Pennsylvania College of Technology.

Kanugo RN (1982). Measurement of job and work involvement. *Journal of Applied Psychology* **67** 341-349.

Kahn RL and Byosiere P (1992). Stress in organizations, *Handbook of Industrial and Organizational Psychology* **3** 571-650.

Levi L and Lunde-Jensen P (1996). A model for assessing the cost of stressors at Level, (European Foundation for Improvement of Living and Working conditions), Dublin, Ireland.

Litinger NN (1982). Job involvement among managers and its relationship to demographic, Psychological, and situational forces. Unpublished doctoral dissertation. Stevens Institute of Technology.

Mathieu JE and Zajac DM (1990). A review and meta-analysis of the antecedents, correlates, and consequences of organizational commitment, *Psychological Bulletin* **108** 171-194.

Myner RF and Smitt TH (1989). Measurement of job and work involvement. *Journal of Applied Psychology* **47** 141-153.

Rabinowitz S and Hall DT (1977). Organizational research on job involvement. *Psychological Bulletin* **84** 265-288.

Rantz MJ, Scott J and Porter R (1996). Employee Motivation: New Perspectives of the Age-old Challenge of Work Motivation, Nurse Forum.

Repetti RL (1993). Short-term effects of occupational stressors on daily mood and health. *Psychology* **12** 125-131.

Searle BJ, Bright JEH and Bochner S (1999). Testing the 3 factor model of occupational stress, *Work and Stress* **13** 268-279.

Spector PE (1985). Measurement of Human service Staff Satisfaction, *American Journal of Community Psychology* **1**(3) 693-713.

Spector PE and Jex SM (1998). Development of four self report measures of job stressors, *Journal of Occupational Health Psychology* **3** 356-367.

Therese A Joiner and Pauline Stanton (2008). Factors Affecting the Job Stress and Job Satisfaction of Australian Nurses, Implications for recruitment and retention, Timothy Bartram, School of Business, La Trobe University, Senior Lecturer, school of Management, La Trobe University, Australia.

Timreck TC (2002). Managing Motivation and Developing Job Satisfaction in the Health Care Worker Environment, Health Care Manage.

Totterdell P, Spelten E, Smith L, Barton J and Folkard S (1995). Recovery from work shifts, *Journal of Applied Psychology* **80** 43-57.