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Examination of the Relationship between Inter-organizational Factors and Employees' Psychological Pressures (Case Study of Tehran Regional Electricity Distribution Company)

Yagoub Alavi Matin¹, Abdolreza Namavar²

¹Islamic Azad University - Khalkhal Unit (Branch)

²Department of Administrative Management, Elmi Karbordi University

ABSTRACT

Stress and psychological pressure play an important role in creating behavioral disorders. Various studies show that a considerable percentage of employees in any organization are affected by harmful impacts of stressful stimuli. Hence a knowledgeable manager must attempt to provide good working conditions and facilities to improve productivity of the organization while keeping physical and mental health of staff. This research was conducted with goals such as review of employee job satisfaction and fulfillment in different dimensions of inter-organizational factors (including organizational strategy, organizational structure, and organizational process) as well as work environment facilities, physical conditions and most importantly, the relationship between performance and the way tension and stress among staff is managed. This paper tries to explain the role of managers in reducing and coping with stress and psychological pressures and keeping mental health of staff.

Keywords: psychological pressure, organizational policy, organizational process, physical factors, job-related factors

INTRODUCTION

Stress exists in the lives of all people with jobs and would put pressure on them in different ways. Changes in work, such as organizational changes, salary changes, job promotions, reduced or increased manpower and social transformations are issues that in some ways put pressure on the individual, and make one feel disarray, worry, anxiety and stress [1]. Job-related stress can cause physical, mental and behavioral effects in the individual, create health hazards, threaten organizational goals and lead to a decrease in the individual performance. Job is an important part of the life of every individual and has drawn the attention of many researchers. Regardless of income, working meets some of the basic needs of human such as mental and physical exercise, social bonds, feeling valued, confidence and a sense of competence or qualification. However, it may be a major source of stress [2]. In the early days of the 20th century, with the speed of ideas of Taylor as the father of scientific management, dramatic developments were achieved in this field. Taylor described human (manpower) as the major factor in the organization. Today, economic and industrial enterprises and organizations are changing rapidly. So, any organization that fails to coordinate with internal and external environments is doomed to decline. One element of survival in today's complex organizations is Human Resource Development and paying more attention to labor productivity; so, providing environmental conditions proportionate with physical and mental capabilities of manpower is a basic step to increase productivity in any organization [3].

Job stress concepts also show how work can be beneficial to health. Satisfying and health promoting work includes interesting and challenging duties, genuine responsibility, opportunity for achievement by the individual, recognition for such achievement, and scope for individual advancement and growth [4].

Job stress although has belittling impact on any organization and individual's performance but can shape dire consequences when related to health care [4]. Job stress is considered rising and has become challenge for the employer and because high level stress is results in low productivity, increased absenteeism and collection to other employee problems like alcoholism, drug abuse, hypertension and host of cardiovascular problems [5, 6]. Job satisfaction has been the most frequently investigated variable in organizational behavior [7]. Job satisfaction means how much people feel positive about their job and the different of their jobs [7]. Low job satisfaction can be an important indicator of decrease in employee production and can result in behavior such as absenteeism turnover intentions [8, 9]. The previous studies suggest that higher level of job stress causes less job satisfaction [10].

Statement of Problem

Throughout history, human being has engaged itself in targeted work and practice to adapt to precarious living conditions and to earn welfare and livelihood, and over time, the extent of its' activities in various fields has been expanded. With more complex conditions of human living in various spheres of life and multiple changes in social, cultural, personal and occupational affairs, a variety of requests have been made for re-adaption to those changes, and these requests have revealed the need to new adaptations [11].

Because of the threat caused by job stress, a variety of physical and psychological harms and damages can occur in the work force, and threaten people's physical and mental health. Hence, the issue of harmful and stressful jobs has been considered by managers and decision-makers in the classification of jobs. Job stress is one of the most important workplace health risk for employees in developed and developing countries [12, 13].

According to a report by World Health Organization, countries annually incur damages equal to \$ 500 billion caused by burnout, to be able to upgrade the public health levels of practitioners of different jobs from crisis status to the second-degree conditions. In line with these efforts, workers spend millions of working hours on sick leaves throughout the world to meet basic health needs. Stress and its side-effects lead to waste of hundreds of working days every year; On average, everyday one million people are absent from work due to illnesses and disorders caused by the presence in the workplace. Clearly, in the current situation, the examination of various aspects of burnout in different professions is considered as one of the basic needs of organizations as well as service, production and industrial centers, because without careful and insightful research, it is impossible to take an effective step in controlling and management of the phenomenon of burnout [14]. Job stress has devastating impacts on physical and mental health and on job performance, and threatens the health of individuals and the productivity of the organization. Also, it incurs heavy costs on individuals, organizations and the society, but this problem is solved when we have a full understanding of the fundamental nature of job stress and burnout and we have examined their associated factors and can study them with high precision.

Theoretical framework for the research: the model of DF parker and TA Decotiis was used to examine the research topic. In this model, three influencing factors on staff stress include:

1. Environmental factors
2. Inter-organizational factors
3. Individual factors

As previously mentioned, in this study, the effects of inter-organizational factors on the stress level on employees were examined. The reason for using this model in the environment under study is that it allows more accurate evaluation of the desired organization which makes the model an applied (practical) one.

As defined in dictionary, the word "stress" means "human reaction to any stimulus whether spiritual, intellectual or physical." In the mid-nineteenth century in the United States, the word stress entered into the field of social sciences and psychology; during the American Civil War that occurred between 1861 and 1865, attention was paid to psychological impacts of war. The reason of scientists' attention was clear: inability of soldiers who hadn't suffer from any physical damages, to perform military duties [15]. The word stress was applied gradually to a series of unfavorable conditions including excitement, fatigue, unpleasant emotions, hopelessness and even emptiness (absurdity) [16]. see stress as the interaction between working conditions and employees' personal characteristics such that the demands of the workplace and its associated pressures are more than what the person could bear. Most people spend more than half of their lives at their workplace; for this reason, work environment have some effects on them. Concurrent with the industrialization of societies, more attention has been paid to work and work environment issues [17].

Burnout

The first articles about burnout were published in the mid seventies in the United States and several definitions were then presented for burnout, and different etiology theories were formed based on those definitions. The most common definition of burnout was presented. According to them, burnout is a psychological syndrome of emotional

exhaustion, depersonalization and reduced feelings of adequacy. This syndrome is more common in jobs that deal with people [18].

According to Braille, burnout is a sad situation and job-related dysfunction without major psychiatric disorders that the individual has worked in the same job situation for sometime at an efficient and effective level and can not return to the previous performance level without external aids or changes in the environment [19].

Based on a similar analysis, Elizabeth et al. presented subjective and objective criteria for diagnosis of burnout. The main mental indicator is a general feeling of extreme exhaustion which is associated with decreased self-esteem due to feelings of professional inadequacy, lack of job satisfaction, numerous symptoms of physical suffering without a specific disease and also problems with concentration, mobility and negativism [20]. The basic objective indicator of burnout is a significant reduction of personal performance in communications with clients, supervisors and colleagues which occurs during months [21, 22] Maslach sees burnout as a state of physical, emotional and psychological exhaustion which results from exposure to overwhelming emotional situations [23].

MATERIALS AND METHODS

Statistical Population of the Research

The statistical population of the research consists of employees of Tehran Regional Electricity Distribution Company which includes a total of 570 people.

Sample Size Estimation Method

The sampling method used in this study is simple random sampling. The sample size required to estimate the population parameters was obtained through Cochran sampling formula.

Data Collection Tool

In the present study, data collection tools are questionnaire, observation and library; the questionnaire contains 39 questions.

Examination of the Distribution of Variables (Normality Test)

In this section, the distribution of variables was examined with the help of Kolmogorov Smirnov test. In this test, the null hypothesis is normality of data. If the significance level of the test is less than 0.05, the null hypothesis is rejected and it can be said with 95% confidence that the data is not normally distributed.

Table 1: Normality test table

	Test Statistic	Significance Level
Organizational process	1.287	0.543
Organizational structure	1.036	0.33
Organizational policy	2.436	0.205
Physical conditions	1.89-	0.091
Job- related factors	2.403	0.422

According to Table 1, it can be seen that the significant level of Kolmogorov Smirnov test for all data is greater than 0.05; so the null hypothesis is accepted (failed to reject) and it can be said with 95% confidence that the data is normally distributed.

RESULTS

Examination of the First Hypothesis

First hypothesis: There is a significant relationship between organizational policies and employees' stress in Tehran Regional Electric Company.

To investigate the above hypothesis, H_0 and H_1 are as follows:

Table 2: Review the correlation test between organizational policies and employees' stress

Variable 1	Variable 2	Significant Level	Correlation Coefficient	Result
Employees' Stress	Organizational policies	0.000	0.719	There is a significant relationship

According to Table 2, the value of the correlation coefficient between the two variables is 0.719 with the significance level of zero. Since the significance level is less than 0.05, it can be said with 95% confidence that there is a significant relationship between the two variables; also, given the positive sign of the correlation coefficient, the relationship between the two variables is a direct one.

Examination of the Second Hypothesis

First hypothesis: there is a significant relationship between organizational structure and employees' stress in Tehran Regional Electric Company.

To investigate the above hypothesis, H_0 and H_1 are as follows:

Table 3: Review the correlation test between organizational structure and employees' stress

Variable 1	Variable 2	Significant Level	Correlation Coefficient	Result
Employees' Stress	Organizational structure	0.000	0.859	There is a significant relationship

According to Table 3, the value of the correlation coefficient between the two variables is 0.859 with the significance level of zero. Since the significance level is less than 0.05, it can be said with 95% confidence that there is a significant relationship between the two variables; also, given the positive sign of the correlation coefficient, the relationship between the two variables is a direct one.

Examination of the Third Hypothesis

First hypothesis: There is a significant relationship between organizational process and employees' stress in Tehran Regional Electric Company.

To investigate the above hypothesis, H_0 and H_1 are as follows:

Table 4: Review the correlation test between organizational process and employees' stress

Variable 1	Variable 2	Significant Level	Correlation Coefficient	Result
Employees' Stress	Organizational process	0.000	0.777	There is a significant relationship

According to Table 4, the value of the correlation coefficient between the two variables is 0.777 with the significance level of zero. Since the significance level is less than 0.05, it can be said with 95% confidence that there is a significant relationship between the two variables; also, given the positive sign of the correlation coefficient, the relationship between the two variables is a direct one.

Examination of the Fourth Hypothesis

First hypothesis: There is a significant relationship between physical factors and employees' stress in Tehran Regional Electric Company.

To investigate the above hypothesis, H_0 and H_1 are as follows:

Table 5: Review the correlation test between physical factors and employees' stress

Variable 1	Variable 2	Significant Level	Correlation Coefficient	Result
Employees' Stress	physical factors	0.000	0.62	There is a significant relationship

According to Table 5, the value of the correlation coefficient between the two variables is 0.62 with the significance level of zero. Since the significance level is less than 0.05, it can be said with 95% confidence that there is a significant relationship between the two variables; also, given the positive sign of the correlation coefficient, the relationship between the two variables is a direct one.

Examination of the Fifth Hypothesis

First hypothesis: There is a significant relationship between job-related factors and employees' stress in Tehran Regional Electric Company.

To investigate the above hypothesis, H_0 and H_1 are as follows:

Table 6: Review the correlation test between job-related factors and employees' stress

Variable 1	Variable 2	Significant Level	Correlation Coefficient	Result
Employees' Stress	job-related factors	0.000	0.759	There is a significant relationship

According to Table 6, the value of correlation coefficient between the two variables is 0.759 with the significance level of zero. Since the significance level is less than 0.05, it can be said with 95% confidence that there is a significant relationship between the two variables; also, given the positive sign of the correlation coefficient, the relationship between the two variables is a direct one.

DISCUSSION AND CONCLUSION

Review and examination of the Research Hypothesis

According to **Hypothesis**, the correlation test between organizational policies organizational structure, organizational process, physical factors, job-related factors and employees' stress the significance level of zero, hypothesis with the results, Elizabeth et al et al. presented subjective and objective criteria for diagnosis of burnout. Maslach sees burnout as a state of physical, emotional and psychological exhaustion which results from exposure to overwhelming emotional situations (Maslach, 2000) and (Elahi, 2003), Are in agreement.

Given that the variables of organizational process, organizational structure, organizational policy, and job-related factors have distance scale, Pearson correlation test is used to examine the existence of a significant relationship between these variables and employee stress. If the test significance level is less than 0.05, then it can be said that there is a significant relationship with 95% confidence between the two variables under study. According to the sign of the correlation coefficient, it can be said that if it is positive, then there is a direct relationship between the two variables, i.e. if one is increased, then the other one is also increased; if the sign of the correlation coefficient is negative, then there is a negative relationship between the two variables, i.e. if one is increased, then the other is reduced. This Providing suitable organizational facilities and conditions for employees including compliance with employment equity, and providing facilities for employees' improvement and advancement, Paying attention to excessive decentralization of powers and delegating powers as much as possible and commensurate with the responsibilities assigned to employees, in order to give them enough freedom and authority for decision-making in performing the assigned duties. Attaching great importance to the opinions and suggestions of the staff, and involving them in decision-making for tasks, Awareness of work issues and problems of employees, and helping them solve their problems in order to realize the goals and execute tasks, the personal problems of employees at a reasonable level, and trying to help them solve their problems in line with administrative regulations, Preparing the ground for use of welfare, educational and sports facilities by employees. Attaching importance to intellectual and mental health of employees and create areas suitable for their growth and prosperity, Flexibility in work problems and not exerting pressure to staff for doing things in a short time span. Having effective organizational communications with employees and creating a pleasant, intimate and friendly environment for them.

Paying attention to staff expertise, skills and interests when appointing them in the organizational posts, Paying attention to physical conditions of work and providing appropriate and adequate facilities for work, Reasonable and accurate assessment of employee performance and characteristics, and removing annoying and unnecessary controls. Strategic Suggestions for Senior Management: Although some jobs are more stressful compared to other jobs, as mentioned earlier, people and their reactions to stressful situations are different. Thus, managers who want to choose individuals and assign them to jobs should consider the fact and appoint staff in positions that are more appropriate to their qualifications and abilities. Employees will be more successful if they have specific goals for doing tasks in their units and see the results of the work and progress in the achievement of goal. Goals can motivate staff and reduce stress levels. Specific goals that are generalizable can determine the level of expectations in terms of performance. Therefore, managers should be aware that it's crucial to set effective and specific goals for their business activities.

Another suitable solution is job re-design and job enrichment. This will make the organization's members to accept more responsibility, to do things which have more specific goals, to have more freedom and see the results of their performance. It eventually will reduce stress. In job re-design, if properly done, those employees who have not strong needs for growth are assigned with lower responsibilities, and division of labor is done more accurately. Then by reducing responsibilities, uncertainty and as a result, stress will be reduced.

The tension an individual experiences due to organizational role will be detrimental, because one has a feeling of uncertainty toward the goal, expectations and the performance evaluation method, so one always experiences anxiety. If the manager directly involves the individual in decision-making, it affects its performance positively and

thereby, management can increase the level of control one has over its job. As a result, the stress or psychological pressure one has in its role will be reduced.

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