An-Najah National University

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Assessing the Impact of Work Stress on the Performance of the Palestinian Transportation Ministry's Staff in West Bank

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Dedication

To Allah, My Lord and my Creator,

To Prophet Mohammed (May Allah bless and grant him), My Teacher and Messenger,

To my Palestine, Moreover, all martyrs, prisoners and injured the icon of sacrifice,

To my Parents, Ibrahim and Najah, who raised me to be the person I am today.

To my Parents in law, Mohammed and Siham, who prayed Allah for me to be the best.

To my Love, Salsabeel, who has been a continual source of support, help and encouragement over the graduate.

To my brothers and sisters,

To my friends and colleagues,

To my sons, Izz Eldin, Laith and Majd.

To All people in my life, who touch my heart, encourage and support me.

I dedicate this research.

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I dedicate this humble work to my father, my mother and my wife and to all my family for their unlimited encouragement and support.

Big Thanks for all

الإقرار

أنا الموقع أدناه مقدم الرسالة التي تحمل عنوان

"Assessing the Impact of Work Stress on the Performance of the Palestinian Transportation Ministry's Staff in West Bank"

أفر بأن ما اشتملت عليه هذه الرسالة إنما هو نتاج جهدي الخاص، باستثناء ما تمت الإشارة إليه حيثما ورد، وأن هذه الرسالة ككل، أو أي جزء منها لم يقدم من قبل لنيل أية درجة علمية أو بحث علمي أو بحثي لدى أية مؤسسة تعليمية أو بحثية أخرى.

<u>Declaration</u>

The work provided in this thesis, unless otherwise referenced, is the researcher's own work, and has not been submitted elsewhere for any other degree or qualification.

Student Name: **اسم الطالب:**   مهران إبراهيم قوزح

Signature: **التوقيع:**

Date: **التاريخ:**   4/12/2016

Table of Contents

VII

List of Figures

List of Tables

Abbreviations

ANOVA	Analysis of Variance.
CUPE	Canadian Union of Public Employees
GAS	General Adaptation Syndrome.
GDP	Gross Domestic Product.
GPC	General Personnel Council.
IT	Information Technology.
MBI	Maslach Burnout Inventory.
MHPSS	Mental Health Professional Scale.
MOT	Ministry of Transportation (Transportation Ministry).
OSI	Occupational Stress Inducers.
PWSQ	Psychosocial Work Environment and Stress Questionnaire.
SAQFHN	Stress Assessment Questionnaire for Hospital Nurses.
Sig	Significant.
SPSS	Statistical Package for Social Sciences.
Std. Dev	Standard Deviation.

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Abstract

The Ministry of Transportation (MOT) is one of the important and dynamic public service ministries in Palestine. Because MOT serves a huge number of citizens, whom have high expectations about services quality, it is seeking to improve their services quality through studying the factors, which affect the staff's performance. Stress seems to be the most important factor that affects the performance of staff in workplace. It is defined as a natural response during any work or any external situation in life of human beings, it is not necessary the worst case; it may have a positive effect when it motivates the staff to adapt and improve their performance.

This research aimed to assess the impact of work stress on the performance of the Palestinian Transportation Ministry's Staff in West Bank. For the purpose of this research, descriptive analytic research method was used. The research sample was calculated, using Thompson equation, (2002). The researcher had distributed 270 questionnaires, which constitutes about 56% of all MOT's staff. The 223 questionnaires recovered from total distributed questionnaires, which constitutes about 83% of all distributed questionnaires.

This research found that the performance evaluation system, career path, work environment, technology and external work stress are stress factors and have an impact on the MOT's staff performance. The results show that there

is statistically significant relation between these fields and staff's performance.

This research recommended that MOT should organize strategies to improve work environment, and develop technology, so that will improve staff performance. MOT should organize training courses to improve knowledge and information about MOT's work procedures, policies and rules, so that staff will have clear responsibilities, clear accountabilities and clear job tasks. In addition, MOT needs to support and help its staff to avoid and isolate external environment from work environment to reduce external work stress.

Chapter One

Introduction

1.1 Overview

Many researcher have discussed the staff performance and the factors affecting it such as stress, many of them talk about work stress impact to staff's performance in one way or another such as Gharib et. al., (2016); Mansour & Elmorsey, (2016); Gichinga et. al., (2015); Kivimäki & Kawachi, (2015); Rizwan et. al., (2014); Ratnawat & Jha, (2014); Nahar et. al., (2013) and others.

According to Folkman & Lazarus (1991), the work stress affect the firms and organizations performance. The work stress has impact on any organization and staff's performance and can causes issue when related to health care. (Margolis et. al., 1974). Therefore, in the last years, many of the firms, organizations and the employers have focused on staff to increase performance and to manage and decrease work stress out of practical policies and procedures in public sector (Rolfe, 2005).

Most of organizations find out that the most successful factor is to look after the human behavior, which increases organization's attention towards their staff and their need. Many researches showed that, the staff's acceptance of their work increases their work satisfaction, whereas the uncomfortable work environment leads to increase work stress, which affects their performance (Gelood, 2008).

Those researchers interested in studying work stress factors, because the work stress has (negative or positive) impact on the human behavior and their work performance. There are many different sources of work stress internally or externally affecting the staff performance such as missing communication between staff, lack of information, workload and work environment (Barham, 2006).

This research has investigated the impact of work stress on the performance of Palestinian Ministry of Transportation's staff working in West Bank. More specifically, assessing the impact of work stress on the staff's performance. So, the research focused on that.

Work stress is one of the most famous factors affecting performance, where any work will cause stress; many countries such as USA and Europe try to find its cost, and organize many conferences, training, workshops and programs to increase understanding of work stress phenomenon (Al-Darwishee, 2004. Hegan, 1998).

This research has studied work stress and its effects in behavior and performance of the staff generally in organizations and especially in the MOT. It has studied the internal work stress in fields of workload, role conflict and ambiguity, performance evaluation, career path, work environment, technology, and unsuitable role, also the external work stress in general and its effects in MOT's staff performance.

1.2 Ministry of Transportation (MOT)

The Palestinian ministry of transportation (MOT's headquarters and 13 Directorates distributed in West Bank) is considered one of the important

and dynamic ministries that contributes effectively in the GDP, namely, in providing job opportunities for a large segment of people. It is also one of the important infrastructure sectors. Because of that MOT needs to have an effective organizational management that provides a convenient working environment for its staff in order to serve and support all Palestinian people. The MOT`s vision is "Apply the excellence standards in transportation to develop, promote and provide the services with high quality to contribute in the development and sustainability of the Palestinian economy ". Moreover, the mission of MOT is "We are committed to organize the transport sector, to reach advanced, environmental character and secure transfer, by using international standards and high quality." (MOT statistics report, 2015).

In order to work in accordance with its stated vision and mission, the MOT should specifically work on achieving the following goals:

- Access to multimodal transport system according to international standards.

- Improve and update the services provided by the MOT in all areas.

- Organize the transportation sector. Though, preparing strategic plans for the development of transport sector in Palestine.

- Build database for the MOT to facilitate access to the information sources.

The total ministry staff is about 479 employees as of March 2016, in the ministry center and all its' directorates, distributed in West Bank (GPC report, 2011). Moreover, the MOT receives more than 1000 task every day, these tasks range from matters concerning renewal, issuance of driver's'

licenses, vehicles or workshops transportation and so on. There is internal audit to ensure the quality of services provided to customers and ensure the implementation of the objectives and the MOT's plan, which causes work stress upon MOT's staff (MOT statistics report, 2014).

1.3 Problem Definition

The MOT as any other ministry is seeking to improve their services quality because their services are very important for the citizens whom deal directly with its staff. However, the researcher noticed that most of MOT's staff are complaining from working stress all the time, and it has been found that by the end of 2014, more than 249800 vehicles had been registered and more than 488100 driver's licenses had been issued. Moreover, hundreds of citizens daily visit the offices of MOT`s directorates in all West Bank cities to do their works such as issuing or renewing cars licenses (MOT statistics report, 2014).

Take a specific example, the directorate of Ramallah has done in average about 500 requests daily (MOT statistics report, 2014), some tasks need different approvals and move between departments to be completed. This creates ambiguity in some procedures of required requests. As well as the auditing of the ministry that continues all the time in order to ensure the quality of services and safety procedures. All of these increase the work stress upon the staff's performance, which usually leads to slowness of the proceedings and the accumulation of requests.

From all those previous statistics, the research problem came which is assessing the impact of work stress on the MOT's staff performance.

1.4 The Research Objectives

The main goal of this research is to assess the impact of work stress on the staff performance in the Palestinian MOT in The West Bank, to limit the impact of work stress and to improve performance, which will help MOT's directors and managements achieving the ministry goals and reach its service target level.

Moreover, the staff's performance has direct effect with cost and service times, quality and re-work tasks. Therefore, this research aims to achieve the following objectives: -

a) Finding the relationship between MOT's staff performance and the work stress.

b) Identifying the level of work stress upon MOT's staff.

c) Identifying the most affecting factors of work stress on the level of staff performance.

d) Suggesting the suitable strategies, which could be applied by top management in MOT to decrease the negative effects of work stress.

1.5 The Research Questions

Based on the research objectives, the research is presumed to answer the following questions

A. What are the levels of work stress on the MOT's staff?

B. What are the most important factors affecting work stress?

C. What strategies adopted and/or to be adopted by MOT to reduce the work stress in MOT work environment?

D. Does the work stress level differ depending on the demographic characteristics?

1.6 The Research Hypotheses

In accordance with research objectives and questions, the research tries to test the following hypotheses:

H1- There is no relationship (at 5% significance level) between staff's performance and internal work stress factors (role conflict, workload, job role ambiguity, performance evaluation, career path, work environment, technology, and unsuitable role).

H1-1 There is no relationship (at 5% significance level) between role conflict and staff's performance.

H1-2 There is no relationship (at 5% significance level) between workload and staff's performance.

H1-3 There is no relationship (at 5% significance level) between job role ambiguity (concept) and staff's performance.

H1-4 There is no relationship (at 5% significance level) between performance evaluation and staff's performance.

H1-5 There is no relationship (at 5% significance level) between the career path and staff's performance.

H1-6 There is no relationship (at 5% significance level) between the work environment and staff's performance.

H1-7 There is no relationship (at 5% significance level) between Technology and staff's performance.

H1-8   There is a negative relationship (at 5% significance level) between unsuitable role and staff's performance.

H2-   There is no relationship (at 5% significance level) between staff's performance and external work stress.

H3-   There is no relationship (at 5% significance level) between performance and work stress (internal and external work stress).

H4-   There is difference (at 5% significance level) about performance and work stress according to the demographic characteristics (gender, age, marital status, qualification, experience, position, work place.).

1.7 The Research Variables

Based on the research background, there is independent and dependent variables for this research as the following:

a. Independent Variables: Work stress which has been included in this research

   1. Internal work stress (role conflict, workload, job role ambiguity, performance evaluation, career path, work environment, technology and unsuitable role).

   2. External work stress.

b. Dependent Variable: Staff's Performance.

1.8 The Research Significance

The significance of the research emerges from the government strategy, especially for MOT which wants to improve the quality of its services for citizens and to develop staff`s skills and experiences to increase their

performance. In particular, MOT needs to care about staff behavior which lead it to focus on the factors that affect the staff such as work stress. This has pushed it to manage the work stress to avoid its side effects upon the staff, their behaviors and actions.

This research is one of few researches in Palestine that has treated with work stress in governmental ministries such as MOT because most of the previous research which dealt with subjects like this was in fields of health and education. Therefore, it will be very useful for other researchers and for those whom will be interested in government staff performance such as ministries, staff, donors and academics. The result of the research will be one of the important inputs for strategic plans of the government and MOT. In addition, it will help GPC in order to protect staff rights and duties.

1.9 Limitations of the Study

This research has some limitations, which could be summarized mainly in the study population and sample, more specifically, the population was limited to the staff of MOT and its directorates in West Bank; it did not include the staff of MOT in Gaza strip. Moreover, it dealt with the problem in a specific time.

1.10 Thesis Structure

The thesis consists of five chapters. Chapter one introduces the research, problem definition, research objectives, significance, questions and hypotheses. Chapter Two presents literature review in work stress and staff performance and the relations between them. Chapter Three summarizes the

research methodology and the used research tools. Chapter Four presents data analysis and hypotheses testing results. Chapter Five provides conclusions and recommendations of the research.

Chapter Two

Literature Review

2.1 Overview

This chapter presents the literature review related to the staff performance and work stress.

2.2 Staff Performance

Performance is the result of activity (Wheelen & Hunger, 2012). Staff performance is considered as an important factor in the growing and success of any organization (Khan & Imtiaz, 2012; and Borman, 2004). According to Otley (1999), any organization in order to achieve the success and target productivity needs to focus on the staff performance. Also, according to Sinha (2001), staff' performance is depending on the willingness and the openness of the staff itself on doing their work. Moreover, the author also said that by having this willingness and openness of the staff in doing their work, it could increase the staff productivity that also leads to the performance. On the other hand, the capability of staff to achieve organization goals and targets as well as satisfying the expectations of his management or achieving the organizational objectives (Gloet, 2006; Lewis, 1999; Mathis & Jackson, 2011).

According to Eysenck (1998) staff's performance is a staff's ability to the performance also including the opportunity and willingness to complete tasks as well, which means that the staff will do all effort to complete their tasks.

However, Howell & Hall-Merenda (1999) and Greenberg & Baron (2007), defined staff's performance as all about social standing, that it gives a positive impact on the relationship in between of the staff's performance and also the work position. From these definitions and descriptions, we can say that the staff performance is defined as completely doing all tasks and responsibilities by staff. also, it is the staff ability to achieve organization's goals and satisfy the expectations.

The staff's performance affected by several factors (Stup, 2003), such as work environment, equipment, workload, performance expectation, feedback on performance, evaluation system, procedures, policies, knowledge, skills and experiences. The author also explained that to get a standard performance, the mangers need to guarantee the achieving of organization goals by staff through doing their tasks and responsibilities completely; mangers need to be able to monitor their staff and help them to improve their performance. Moreover, a reward and evaluation system should be implemented based on the performance of the staff. This is to motivate the staff in order to perform more on their tasks.

Also, the process of improving staff skills and training them to understand and deal with the work stress in order to improve staff's performance. According to Bilal et. al., (2014), who studied the level of job stress among governmental staffs; it was found that most of the respondents were moderately stressful and staff need better understanding about stress to improve their performance. So, the government sector needs to plan special

training courses for staff; it aimed to increase the awareness of stress between staff, which help staff to do their best at work positively and optimistically. According to Haenisch (2012), who studied the factors affecting the performance of state government employees in the United States; it was found that the most frequently noted factors limiting performance were related to management, poor communications, role conflict, ambiguity, work environment, workplace factors and the job itself.

The staff's performance could be produced with two types of behavior (Borman & Motowidlo, 1993). The two types of behavior are the task performance and the contextual performance (Kiker & Motowidlo, 1999). Task performance was pointing to staff activities and behaviors which support the goals of the organization. The contextual performance was pointing to that performance measures used in selection research and practice ignored activities such as persisting, helping, and endorsing organizational objectives. The criterion domain consists of task performance as well as contextual performance, or behaviors that support the broader psychological and social environment in which that technical core must function. (Borman & Motowidlo, 1993; Motowidlo, et. al., 1997).

2.3 Work Stress

The social relationship cause stress, so that an individual may afford stress because of his social circle, especially when he assumes a danger to his social respect (Sohail, 2015).

Stress has both negative and positive results. Stress is normally a reaction to danger. When an individual senses danger, automatically signals are

transferred to the mind and reaction to that danger is generated. In positive sense, stress pulls us towards a necessary reaction and solution against the threat posed to us. While in negative sense, stress is a barrier which reduces productivity and plays a major role in creating hurdles to achieve our targets (Sohail, 2015). In an organization, stress brings behavioral changes which ultimately decrease the staff's behavior and performance.

Work stress is an old problem, but in the last decades it has been given more importance than any other time before. It is generally believed that work stress has adverse effects on the health of an employee and on the organizational health in every sector of employment (Sohail, 2015). The first term of stress in biological area was coined by Selye in the 1930s. Selye describes stress as the body's non-specific response to any demand (Selye, 1976).

According to Mark (2008), Sohail (2015), and "Workplace Stress" (2016). The stress becomes more complex at work environment in several industrial countries. With the sizable rise in stress issues, there is large loss in cost, and staff are affected personally, such as absentee because of disease, psychological health issues, and many other are the results of the work stress. The negative results of work stress are pushing the governments to making policies, procedures and rules in support the staff because of an increase number of the studies and researches spoken about this field. The problems created because of work stress are not limited to a particular profession or a particular country; it has caused long-term effects everywhere in the world.

According to Kawakami & Haratani (1999), the impact of work stress on physical and growth status of workers is a main issue in the developed nations, the experts from the developed countries like European Union, Japan and America and even from the developing nations focused on work stress and its impact on health of staff. People have views about stress. Some of them view that stress is negative feelings which causes depression antagonism and hostility. However other people view that stress is a negative feelings outcome. The reaction to negative feelings is physiological get emotional and behavioral changes such as blood pressure and muscular strain.

Also, some people have positive reaction under stress, and can do different tasks in the same time, when they feel that tasks are under their control. The boring tasks or no deadlines for tasks will be negative stressed for these people, while other people may get enjoyed with that type of tasks, and they may have negative stressed by doing different tasks in the same time ("Workplace Stress", 2016).

Work stress is defined as the physical and mental reactions that show when demands don't match with staff abilities, skills, or requirements. The health problems and injury can cause from work stress.

The word stress is being daily used by most of the people but the meaning of stress is not clear to them. All the current definitions of stress state that people experience stress because of the demands or pressure (Sohail, 2015). The work stress in general is something happened naturally in human life and normally happens during any work or mission, it depends on the

individual experience and the ability of the individual to deal with its effects. Work stress arises when there is imbalance between the job demands and abilities and skills of an employee to deal with these job demands (Blaug et. al., 2007).

According to CUPE (2003), stress is physical and psychological reactions for cases that challenge us. these reactions have positive effect which allows us to deal with sudden changes, or it may have negative effect that leads us to serious negative health outcomes.

According to Robbins (2004) and Attiyah (2003), stress is a dynamic condition in which an individual is confronted with opportunity, constraint or demand related to what he desires and for which the outcome is perceived to be both uncertain and important.

In addition, Topper (2007) and Campbell (2006), stated one common definition of stress and explained the aspect of stress like an occurrence of feelings out of pressure, which happens to a person.

Whereas Shbeir (2009), defined work stress as a bad feeling that comes as a result from a work environment and workload that affects the work environment. While Luthans (1992), defined work stress as "an adaptive response to an external situation that results in physical, psychological, and/or behavioral deviations for organizational participants".

Also, Hobfoll (1988), defined stress as a "substantial imbalance between environmental demand and the response capability of the focal organism" (McGrath, 1970). And Kaplan (1993), used another definition of psychological stress "reflects the subject's inability to forestall or diminish

perception, recall, anticipation, or imagination of disvalued circumstances, those that in reality or fantasy signify great and / or increased distance from desirable (valued) experiential states, and consequently, evoke a need to approximate the valued states" (Kaplan, 1993).

Moorhead and Griffen (1998), also defined stress as a person's adaptive response to a stimulus that places physical and psychological demands on a person. Similarly, Sherman, Bahlander and Snell (1996), also defined stress as any an adjective demand on an individual caused by physical, emotional or mental factors that requires coping behavior. Moreover, Bennett (1994), defines stress as a wide collection of physical and psychological symptoms that results from difficulties experienced by an individual while attempting to adopt to an environment. This means that the potential for stress exists when an environmental situation presents a demand threatening to exceed a person's capabilities and resources.

In addition, Taylor Shelley (1995), describes stress as a negative emotional experience accompanied by predictable biochemical, physiological, cognitive and behavioral changes that are directed toward either altering the events or accommodating its effects.

From these definitions and descriptions, we cannot neglect or avoid the impact of work stress in the workplace or even in our life. Some research populations have low work stress and some have high work stress which negatively effects of their health. There is negative relationship between work stress and health of staff (Rahman, 2013). Role conflict, workload, job role ambiguity, performance evaluation, career path, work environment,

technology, unsuitable role and external work stress are observed the most important factors work stress in this research.

Also, we can say that although stress is considered as a natural response during any work or any external situation in the life of human beings, it is not necessarily a worst case; it may have a positive effect when it motivates the staff to adapt and improve his performance.

Therefore, the definition of stress to be adopted in this research represents stress in the situation that affects staff (physically and psychologically). Based on the previous researches, work stress comes as a result of many factors such as excessive job demands, work environment and the ability of staff to adapt with it or because work does not match between staff need of resources and capabilities. In other words, stress is the situation of relationship between MOT's staff performance and their environment, whether the effect is positive or negative in MOT's services quality.

2.3.1 Theories of Stress

According to El.Baseouney et. al., (2013), the stress theories based on the relation between demands (the stressor) and bodily processes (the stress) and can be divided into two groups "systemic stress" and "psychological stress". Selye (1976), is the pioneer of the first group, which based on physiology and psychobiology, and the other group based on cognitive psychology, Lazarus (1966 & 1991), Lazarus & Folkman (1984), and McGrath (1982), are the pioneers of this group.

Systemic Stress

Selye (1976), presented the stress concept in science based on series of animal experiments, to observe the stimulus events such as heat, cold, and others. According to Selye (1976), the stress is defined as a situation shown by a syndrome that consists of all the non-specifically induced changes in a biological system. He clarified stress model based on physiology and psychology as General Adaptation Syndrome. Selye's model based on the states that any event effects on person's comfort by stressors would go throw three steps; Alarm, Resistance and Exhaustion, as depicted in Figure (1).
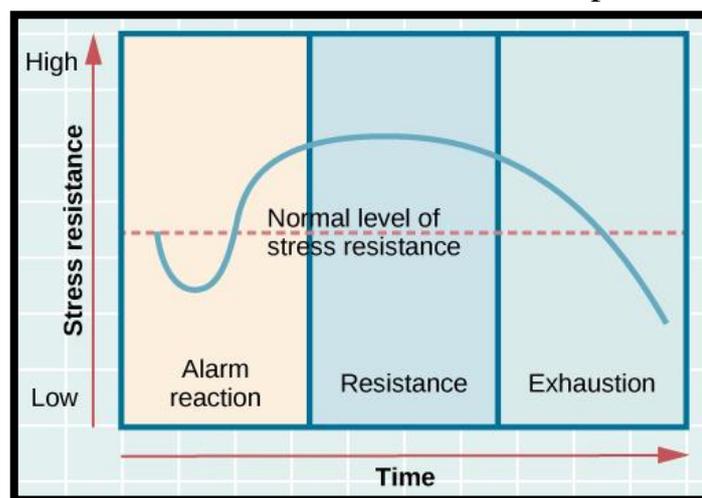
Figure 1: the Selye's GAS 1976 (Selye, 1976).

Step 1: Alarm

> The alarm or shock step will cause autonomic irritability, the body reacts normally upon stress, where in reacts the chemical compounds and activates sympathetic nervous system, such as increasing adrenaline discharge, and gastro-intestinal ulcerations, to meet the changes (threat or danger).

Step2: Resistance

>Here the organism appears normally, but the chemical compounds levels still high in the blood such as glucose, cortisol and adrenalin. Which seemingly indicate the organism's adaptation to the stressor.

Step 3: Exhaustion

>In this step if stresses continue, the exhaustion will start, and body drains the resources, with no possible resistance. Then tissue damages will appear, until the organism dies. (Thanos et. al., 2010).

Psychological Stress

Psychological stress theory is based on two concepts: the appraisal, which means the person evaluation of the importance of the changes are happening for their well-being (Lazarus, 1993). The appraisal is based on the idea that stress as an emotional process depend on actual expectancies that persons clear with regard to the importance and outcome of a specific meeting. Also, it is very important to explain person characteristics (Krohnea, 2002).

Moreover, the second is coping which means the persons efforts and actions to organize and manage the demands (El.baseouney et. al., 2013). Generality coping research build on Folkman and Lazarus (1980), where coping is defined as "the cognitive and behavioral efforts which are made to master, tolerate, or reduce external and internal demands and conflicts among them." According to Lazarus (1991), who defined stress as a relational concept. From this definition, we can notice that the stress is presented as a

relationship between the employees and their environment "cognitive appraisal and coping", as shown in Figure (2).
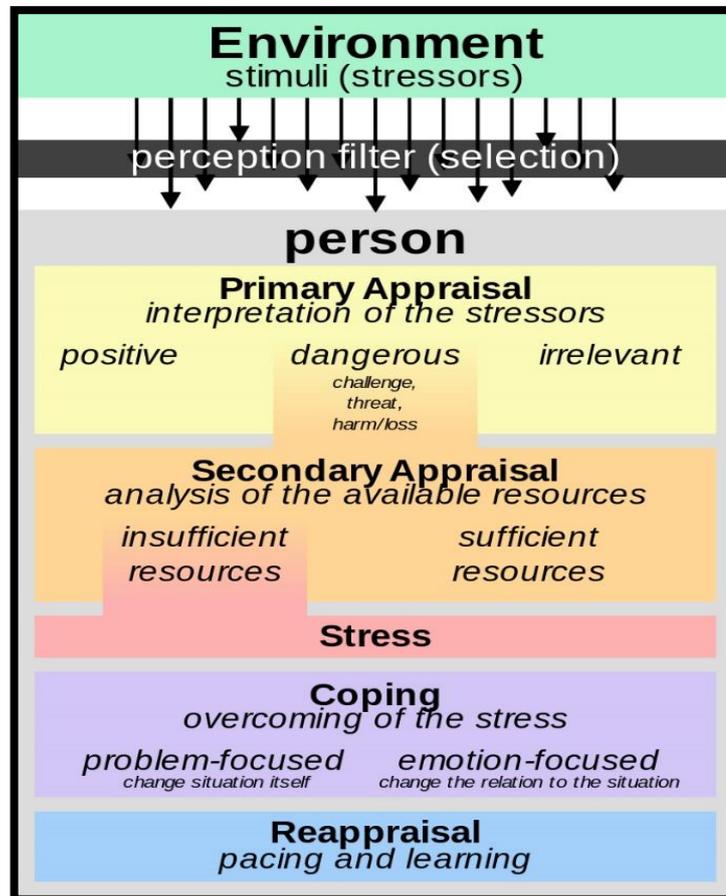
Figure 2: Transactional Model of Stress and Coping of Richard Lazarus (1976) (Philipp Guttmann, 2015)

2.3.2 Role Ambiguity (Concept)

Role ambiguity is defined in general the case that an employee does not have clear definition about his /her role expectations (Rizzo et. al., 1970).

With this definition, the role ambiguity will happen because of the confusing or misunderstanding of job requirements, norms, rules, and procedures (Judah, 2011).

According to Slatterya et. al., (2008), role ambiguity is defined as "the existence of the lack of clarity in the roles an employee is expected to fulfill".

As an employee needs to understand clearly his /her role, not clearly knowing may lead to work stress and decrease the job satisfaction.

Role ambiguity happens when an employee's job, responsibility and authority are not clearly known, which will lead to afraid the employee to work or carry responsibility for any working (Jones, 2007). To avoid the role ambiguity, the organizations are needed to build a clear job position with clear task requirements and descriptions, responsibility and authority. That need organized workshop and training to distribute information and knowledge to do the work. In general, task requirements are ambiguous (Hamilton, 2002).

2.3.3 Role Conflict

Role conflict occurs when two or more employees have several opinions related to their work, which leads to conflicting expectations and demands, then making incompatible decisions (Judah, 2011). Where Rizzo, et. al., (1970), defined it as "the incompatibility of requirements and expectations from the role, where compatibility is judged based on a set of conditions that impact role performance. According to Onyemah (2008), Role conflict is a feeling of lost in various ways, with incapable to find a way to make every role partner satisfied.

In general, role conflict is happened in misunderstanding case for the work role when employee play multiple roles in the same time. the employee needs to reread work description, discuss with their manager, and note what their colleagues do (Judah, 2011).

2.3.4 Workload

According to Cambridge Business English Dictionary workload defined as "the amount of work to be done, especially by a particular person or machine in a period of time". Where the work overload is defined as "the situation in which someone has too much work to do" (Dictionary.cambridge.org, 2016). In addition, according to Cook and Hunsaker (2001), workload defined as increase of employee tasks and responsibilities, and some of these tasks need high skills and capacities.

2.3.5 Work Environment

Work environment is defined as generally all the factors which surrounding the employees, it can be composed of physical and moral conditions (Maher, 2002).

2.3.6 Staff Performance and Work stress

A review of the literature reveals the importance of staff behavior and performance, where many studies have discussed staff performance, work stress and the relation between them.

According to Rubina et. al., (2008), presented performance as the outcome of three factors working together: skill, effort and the nature of work environments. Skills include knowledge, abilities, experiences and competencies of the staff; effort is the degree of motivation the staff towards completing their work; and the nature of work environments is the degree of accommodation of these conditions in facilitating the staff's performance.

Staff under stress cannot exceed or meet the work expectations, because stress has hard effects of facing physical, psychological and organizational (Khattak et. al., 2011). In service- organizations, the staff in public service ministries or organizations are exposed for high level of work stress, which affects the staff's performance (Ismail & Hong, 2011). The female staff are affected negatively with work stress, which causes negative emotions for work and low performance level (Tsaur & Tang, 2012). The generality of staff feel that their work is stressful, that in return decreases their performance (Shahid, 2012).

The stress at the work may produce several issues such as social, health, mental, and physical, these issues cause bad work performance (Sohail, 2015). Many factors such as role conflict, workload, role ambiguity, unsuitable role, performance evaluation, career path, technology and work environment are causing stress at the work. Heavy work stress leads to physical and hysterical problems produce bad performance ("Workplace Stress", 2016; Sohail, 2015 & Bakker et. al., 2012).

According to Salami et. al., (2010) stress directly affects staff performance and both of them are mutually related to each other, but there is no life without stress. Role conflict, workload, role ambiguity, unsuitable role, performance evaluation, career path, technology and work environment are the key factors of creating work stress. Because of these factors, staff`s belonging to the work will decreases, so it negatively affects the staff's performance (Coetzee & Devillier, 2010).

Many researchers said that the relation between work stress and staff performance is negative (Salami el. at., 2010; Imtiaz & Ahmad, 2009). Most of the previous researches said that the work stress has negative effect on performance (Bashir & Ramay, 2010; Dar et. al., 2011; Kazmi et. al., 2008). Other researchers said that the work stress is not always bad for the staff. In contrast, they support concept of "good stress", that defined as some level of stress may be good for the staff's performance. also, they support that work stress doesn't always have negative effect for organizational performance as well as at individual level. So, sometime low work stress is useful for staff's performance, but high work stress may harm staff's performance (Khan & Imtiaz, 2012; Munir, 2011; Parker & DeCotiis, 1983; Weiss, 1983; Selye, 1976), as shown in Figure (3).
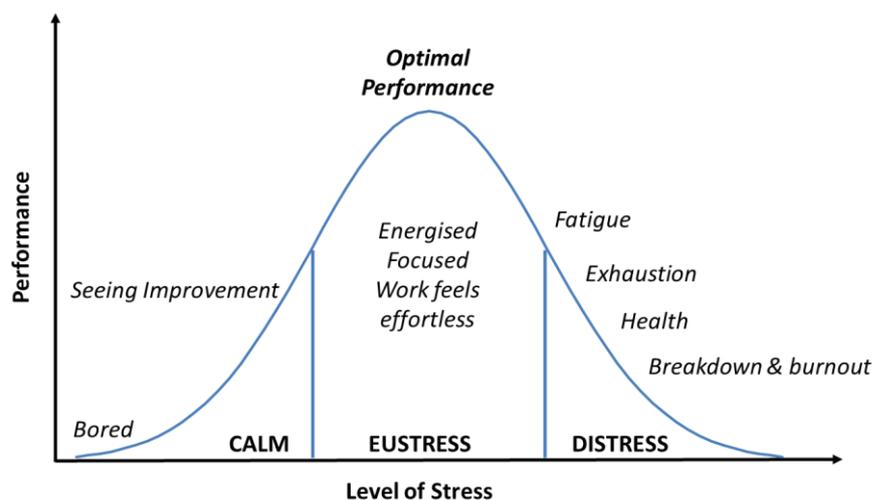
Figure 3: The Yerkes-Dodson Curve

2.4 Previous Studies

A review of the literature reveals the importance of staff behavior and performance, where many studies have discussed staff performance, work

stress and the relation between them Gharib et. al., (2016), Mansour & Elmorsey, (2016), Kivimäki & Kawachi, (2015), Ratnawat & Jha, (2014), Nahar et. al., (2013), Abdeen, (2010), Abdalkader & Hayajneh, (2008) and MIZUNO et. at., (2007).

Work stress significant has impacts on organization and staff's performance and it affects staff's health Gharib et. al., (2016), Mansour & Elmorsey, (2016), Gichinga et. at., (2015), Kivimäki & Kawachi, (2015) and Shah et. al., (2012). According to Shah et. al., (2012) the impact of stress on staff's performance among teaching faculty found a negative relationship between organizational structure and staff efficiency while rewards were found to be positively correlated to employee efficiency as expected. And Rubina et. al., (2008), also found a negative relationship between work stress and staff's performance.

However, the male employees are found to be affected more highly than their female counter parts. In other hand, Gharib et. al., (2016), found that the research population did not suffering with work stress, where they have normal average of workload, role conflict and role ambiguity factors, also the result presented that the staff performance was around the average a bit high.

According to Munir (2011), who studied the relationship between work stress (such as role ambiguity, workload, homework interface, performance evaluation, personal relationship and role conflicts factors) and staff's performance; it was found that "role conflict" and "role ambiguity" factors have a positive relation with work stress, while the relationship is found to

be negative between other work stress factors and staff's performance. Gharib et. al., (2016), found that workload factor has positive statistical effect on staff's performance. While role conflict factor has negative statistical effect on staff's performance. Finally, role ambiguity factor does not significantly effect on staff's performance.

Moreover, Imrab et. al., (2013), found that work stress is responsible for decreasing the staff's performance for banks. Ahmed & Ramzan (2013), also found a negative correlation between work stress and staff's performance i.e. as the staff's performance increases the stress should be decreases. According to Rizwan et. al., (2014), who found that role conflict and role ambiguity have negative association with job satisfaction, and staff's performance.

According to Anwar (2013), who found that the level of work stress experienced by members of the study sample was high in general as a result of the nature of work or the ambiguity of the role conflict or the workload. Also, the sub-dimensions of work stress (the nature of work, role conflict, role ambiguity, workload) on the responding variable (work performance) was found to be significant.

Also, Gharib et. at., (2016); Mansour & Elmorsey, (2016); Ratnawat & Jha, (2014); Nahar et. al., (2013); Abdeen (2010); Abdalkader & Hayajneh (2008) and MIZUNO et. at., (2007) focused on the sources of work stress and its impact on employees, and they have addressed the effects of the various work stress factors (such as role conflict, workload, job role ambiguity, performance evaluation, career path, work environment, technology, and unsuitable role) on the level of staff performance.

Kivimäki & Kawachi, (2015); Ratnawat & Jha, (2014); Rizwan et. al., (2014); Nahar et. al., (2013); Abdeen (2010); Abushaikha & Saca-Hazbou,

(2009); Kamla-Raj, (2008) and Abdalkader & Hayajneh, (2008), discussed the work stress effects on health, burnout, psychological stress and personal behavior, more studies also have compared between job stresses on different categories of individuals and discussed the difference about personal behavior and work stress according to the demographic characteristics (gender, age, marital status, qualification, experience, position, work place). As appeared in the previous studies, it showed the importance of studying work stress, where most of the researchers agreed that there is a relationship between work performance and work stress. Moreover, they agreed that any work has an effect on the work stress; but they disagreed about the effects of work stress level on the performance. Therefore, this research tries to identify work stress on MOT's staff and its effects on their performance.

2.5 Conceptual Model

The researcher draws a theoretical framework for the relationship between work stress and staff's performance, based on the previous study survey as shown in Figure (4).
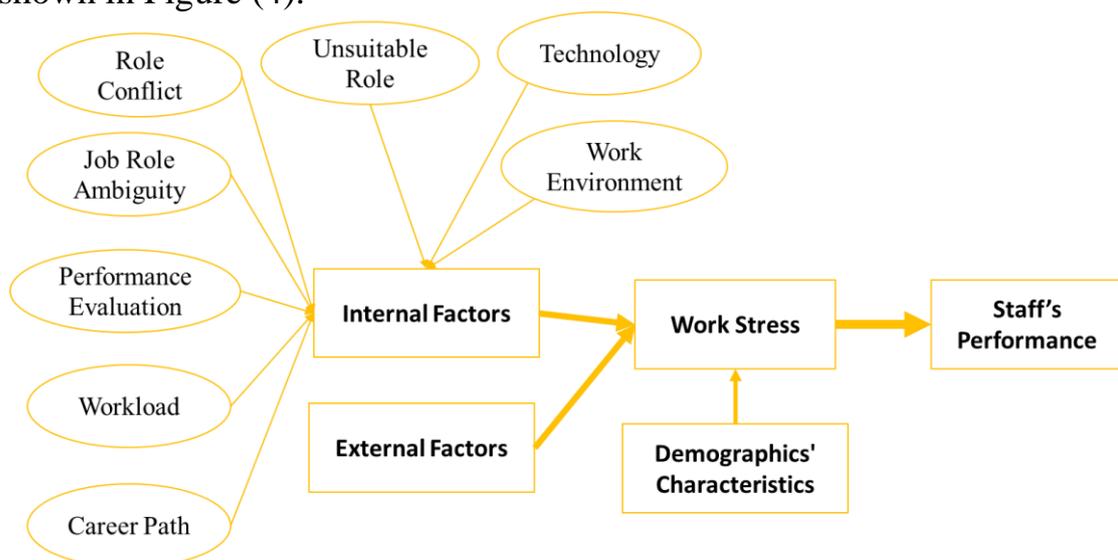
Figure 4: Conceptual Model (the researcher built this model)

The model has been developed according to the previous theories that estimate the effects of work stress on MOT's staff performance. The researcher divided the work stress into internal (role conflict, workload, job role ambiguity, performance evaluation, career path, work environment, technology, and unsuitable role) and external factors. And demographic characteristics.

Chapter Three

Methodology

3.1 Overview

This chapter presents description of the methods and procedures used in the research. It discusses the research tools, population, sample and sample determination as well as the procedure for data collection and data analysis.

3.2 Methodological Framework

This is a descriptive analytic research design, which aimed to answer the research questions about the work stress and staff performance level among MOT's staff working in West Bank.

3.3 The Population and Sample

The research population consists of MOT's staff working in West Bank. The staff totals to about 479 employees as of March 2016; distributed in 13 directorates distributed in West Bank besides the ministry headquarter.

The research sample was calculated, using equation (1) in Thompson (2002), where the sample should be more or equal 214 ($n \geq 214$), and it distributed to the ministry and MOT's directorates (table 1). As it appeared in Table 1. The researcher had distributed 270 questionnaires, which constitutes about 56% of all MOT's staff. The 223 questionnaires recovered from total distributed questionnaires, which constitutes about 83% of all distributed questionnaires.

$$n = \frac{\overset{30}{N \times p(1-p)}}{\left[[N-1 \times (d^2 \div z^2)] + p(1-p)\right]} \qquad (1)$$

Where:

n = the sample size.

N = the Population size.

p = percentage picking a choice, expressed as decimal

(0.5 used for sample size needed).

z = Z value (e.g. 1.96 for 95% confidence level).

d = is acceptable standard error of the mean (0.05).

Table 1: the MOT's staff distributed and the research sample

	Location	Population	Sample		Location	Population	Sample
		Distributed of					
1	Ministry	232	103	8	Ramallah	33	15
2	Abu Dis	9	4	9	Salfit	11	5
3	Jericho	10	4	10	Tubas	15	7
4	Hebron	23	10	11	Tulkarm	26	12
5	Bethlehem	13	6	12	Qalqilya	15	7
6	Jenin	25	11	13	Nablus	47	21
7	Dura	12	5	14	Yatta	8	4
	Total	Population	479		Sample	214	

In this research, random sampling method was used in collecting data. The aim is to achieve a sample that is representative of the MOT's population. Random sampling method was adopted in getting the respondents to answer the questionnaires.

3.4 Design of the Questionnaire

Based on the overall literature review of previous studies; most of them used classical questionnaire or web-based besides focus groups and interviews. As it mentioned in Table 2 about the questionnaire structure.

The questionnaire of this research was designed and was divided into two main parts, which are

First Part: - The demographic characteristics (gender, age, marital status, qualification, experience, position and workplace).

Second Part: - The research areas, which summarized in this research in three sections as follows: -

  i.   Internal work stress

  ii.   External work stress

 iii.   Performance

The first and second parts have 92 statements distributed as shown in table 2: -

Table 2: the questionnaire structure

Parts	Sub parts	Number of statements
1. The demographic characteristics	gender, age, marital status, qualification, experience, position and workplace	7
2. Internal work stress	2.1 Workload	7
	2.2 Work Environment	13
	2.3 Role Conflict	7
	2.4 Job Role Ambiguity	7
	2.5 Unsuitable Role	4
	2.6 Career Path	9
	2.7 Technology	5
	2.8 Performance Evaluation	5
3. External work stress		11
4. Performance		17
Total		92

Likert scale (Likert, 1932) was used to measure the responses of the respondents to the questionnaire questions (Mustafa, 2007). The class selected here "1" to strongly disagree and "5" to strongly agree, show in table 3-Likert Scale, so the relative weight is 20% for each option, which is proportionate with this research.

Table 3 : Likert Scale

Strongly Disagree	Disagree	Undecided	Agree	Strongly Agree
1	2	3	4	5

Then researcher adopted the weighted mean, and attitude the value as show in table 4. Table 4 presented the range scale, which was calculated based on the 4/5 (0.80%). Likert Scale (1- 5 range) has four ranges distributed to five scales (Izz, 2008).

Table 4: Weighted mean of Likert Scale (Izz, 2008)

Level	Strongly Disagree	Disagree	Undecided	Agree	Strongly Agree
weighted mean	from 1.00 to 1.79	from 1.80 to 2.59	from 2.60 to 3.39	from 3.40 to 4.19	from 4.20 to 5.00

3.5 Validity and Reliability

3.5.1 Validity

 The validity is the ability of research tool to measure what it is prepared to measure. According to Smith (1991), it is the degree to which the researcher has measured what he has set out to measure.

The researcher has based on the overall literature review of previous studies such as Gharib et. at., (2016); Mansour & Elmorsey, (2016); Gichinga et. al., (2015); Kivimäki & Kawachi, (2015); Anwar et. al., (2015); Bilal et. al.,

(2014); Ratnawat & Jha, (2014); Rizwan et. al., (2014); Anwar (2013); El-Baseouney et. al., (2013); Banat, (2009); Mouasher, (2009) and others to build the thesis questionnaire. And he has presented the questionnaire to six arbitrators of Professors from An-Najah National University (table 5) to check the questionnaire, where they checked

- The clarity of questions.
- Ease of responding.
- The optimum length of the questionnaires.
- General content.
- Content validity.
- Construct validity.
- Moreover, thoroughness.

The researcher merged the comments and modifications by the professors on the final questionnaire, after that the thesis supervisor checked the final questionnaire before it was distributed in its final form.

Table 5: the Arbitrators Names

Arbitrators	Position
Dr. Ahmad Ramahi	Dean of Faculty of Graduate Studies
Dr. Ayham Jaaron	Director of Quality Assurance Unit
Dr. Khaled Al-Sahili	Dean of Faculty of Engineering and Information Technology
Dr. Mohammed Othman	Coordinator of Engineering Management Master Program
Dr. Rabeh Morrar	Head of Economic Department
Dr. Yahya Saleh	Thesis Supervisor
Prof. Sameer Abu-Eisheh	Civil Eng. Department

3.5.2 Reliability

The reliability is defined as the point which estimate research's tool and makes stable and consistent results (Phelan and Wren, 2005).

Reliability can be found out of four kinds based on research sample and tool, where inter-rater reliability is used with different people and same test, while test-retest reliability is used with same people and different times, but parallel-forms reliability is used with different people at same times but different test, and internal consistency reliability is used with different questions and same construct (Gabrenya, 1980).

In this research, questionnaire's reliability was measured by using internal consistency reliability. The Cronbach's alpha test was used to measure the questionnaire reliability, where it is the suitable test for Likert scale questionnaires according to Alhamdani et. al., (2006). The Cronbach's alpha test result was equal to (93.7%) and it is an excellent result and satisfies the purpose of the study based on the rule of George and Mallery (2003), table 6 show the reliability statistics, and table 7 showed the Cronbach's Alpha test result was between 0.697 to 0.937 for the research fields. this values is an excellent result.

Table 6: Reliability Statistics

	Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items
Total	0.937	0.939

Table 7: the Cronbach's Alpha for the all research fields

no.	Questionnaire Fields	Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items
1	Performance	0.930	0.937
2	External Stress	0.852	0.858
3	Internal Stress	0.928	0.930
4	Workload	0.845	0.846
5	Work Environment	0.877	0.881
6	Role Conflict	0.852	0.855
7	Job Role Ambiguity	0.873	0.879
8	Unsuitable Role	0.880	0.879
9	Career Path	0.877	0.885
10	Technology	0.886	0.890
11	Evaluation	0.697	0.725
12	All fields	0.937	0.939

3.6 Questionnaires Distribution and Data Processing

Data for the research was collected using questionnaire distributed in the MOT (The ministry's headquarters and 13 Directorates distributed in West Bank), where the research tool divided to cover the demographic data, internal and external work stress and performance. The data were collected during 24 days (from in 28 March 2016 until 20 April 2016).

The researcher was careful to present and follow up filling the questionnaires by MOT's staff, and was always ready to answer or clarify any ambiguities for the respondents. The filled questionnaires were processed and distributed into groups (valid and invalid) to discard the invalid or incomplete questionnaires. Table 7 Shown the Number of Questionnaires Distributed, Returned, Excluded, and Valid.

The researcher used SPSS software (Statistical Package of Social Science) to analyze the data by using the statistical methods (such as Cronbach Alpha

Test.) to analyze the significant relations between work stress and the MOT's staff performance.

Table 7 summarizes the number of questionnaires distributed, returned, excluded, and valid questionnaires per respondent group in all of the ministry's headquarters and directorates:

Table 8: the Number of Questionnaires Distributed, Returned, Excluded, and Valid

	Distributed	Returned	Excluded	Valid	Response
Headquarters	120	110	4	106	0.88
Directorates	150	135	18	117	0.78
Total	270	245	22	223	0.83

3.7 Data Analysis

The SPSS program was used to store and analyze the valid questionnaires data. The researcher used descriptive and inferential analyses by using this tests:

1. **Cronbach's Alpha** coefficient is an appropriate method to analyze the reliability of questionnaires that use Likert scales (Lewis, 1999).

2. **Descriptive test** (Frequencies and percentile.) to describe the research data (Sample size, mean, minimum, maximum, standard deviation, variance …).

3. **Pearson's correlation test** to measure correlation between the research areas (internal work stress, external work stress and performance).

4. **Spearman correlation test** to examine the strength and direction of association between the research hypotheses.

5. **Normality test** to apply the appropriate tests to the research data.

6. **T- Test** to examine the mean of response with the neutrality value (3). And the t-test is used to compare differences between two independent groups (in this research are gender, marital status, and work place).

7. **One-way ANOVA** used to compare differences between more than two independent groups (which are age, qualification, experience and position).

Chapter Four

Data Analysis and Hypothesis Testing

4.1 Overview

According to Sivia & Skilling (2006), data analysis is known as the process of analyzing all the data and information, and evaluating the relevant relation that can be helpful in better findings research.

This chapter presents data analysis and discussion of the results that have been collected from the questionnaire. As mentioned in the previous chapter, the researcher collected data based on the questionnaires distributed to MOT's staff. Also, the researcher used SPSS to analyze the data.

Also, this chapter provides discussion and comprehensive analysis of the questionnaires' results, such as the research data from the demographic characteristics descriptions and relations of staff performance and work stress based on questionnaire data.

4.2 Demographics' Characteristics for Respondents

This section contains personal profiles of the respondents of MOT's staff such as gender, age, marital status, qualification, experience, position and work place. These profiles may affect the respondent answers.

Respondents Distribution by Gender

The number and percentages of gender distribution of respondents is presented in table 9 and in figure 15 in the Appendix B.

It can be noticed that out of the 233 of respondents, 143 males, which corresponded percentage 64.1% and 80 of respondents, are females, which

corresponded percentage 35.9%. This result has shown that the general staff in MOT are males.

Table 9: Gender distribution of respondents

Gender			
	Frequency	**Percent**	**Cumulative Percent**
Male	143	64.1%	64.1
Female	80	35.9%	100.0
Total	223	100.0%	

Respondents Distribution by Age

Table 10 presents the specifics of age respondents' distribution, the questionnaire identified five ranges of age as shown in the Table below, the second range (31 - 40 years) was the most of the respondents with percentage 43% and the fourth range (51 - 60 years) was the lowest of the respondents with percentage 10.3 %. (See figure 16 in the Appendix B).

Table 10: Age Distribution of Respondents

Age			
	Frequency	**Percent**	**Cumulative Percent**
30 or less	37	16.6 %	16.6
31-40 years	96	43.0 %	59.6
41-50 years	67	30.0 %	89.7
51-60 years	23	10.3 %	100.0
Total	223	100.0 %	

Respondents Distribution by Marital status

Table 11 summarizes the frequencies of marital status for respondents, as it has been shown in Table 11 and in figure 17 in the Appendix B the major percentage of respondents were married with percentage 84.8%, where the single status was percentage 15.2%.

Table 11: Marital Status of Respondents

Marital Status			
	Frequency	**Percent**	**Cumulative Percent**
Single	34	15.2 %	15.2
Married	189	84.8 %	100.0
Total	223	100.0 %	

Respondents Distribution by Qualification Education

Table 12 presents the specifics of qualification education respondents distribution, the questionnaire identified six groups of education qualification as it has been shown in Table 12 and in figure 18 in the Appendix B, the third group (Bachelor) was the most of the respondents with percentage 59.2% and the graduate (Master and PhD) with percentage 6.7%, and whom lower or Tawjihi with percentage 10.8%.

Table 12: Academic Qualifications of Respondents

Qualification			
	Frequency	**Percent**	**Cumulative Percent**
Tawjihi	22	9.9 %	9.9
Diploma	52	23.3 %	33.2
Bachelor	132	59.2 %	92.4
Master	14	6.3 %	98.7
PhD	1	0.4 %	99.1
Other	2	0.9 %	100.0
Total	223	100.0 %	

Respondents Distribution by Years of Experience

Table 13 presents the distribution of respondents according to the years of experiences, the questionnaire identified five groups of experience as it has been shown in Table below, the fourth group (14 - 19 years) was the most of the respondents with percentage 34.1%, and the first group (3 or less) is the lowest frequencies with percentage 8.1%, which show the low employment

rate. In general, more than 51% of respondents with 13 or less years' experiences. (See figure 19 in the Appendix B).

Table 13: Experience Distribution of Respondents

Experience			
	Frequency	**Percent**	**Cumulative Percent**
3 or less	18	8.1 %	8.1
4 - 8 year	55	24.7 %	32.7
9-13 year	42	18.8 %	51.6
14-19 year	76	34.1 %	85.7
20 or more	32	14.3 %	100.0
Total	223	100.0 %	

Respondents Distribution by Job Position

Table 14 presents the distribution of respondents according to job position, the questionnaire identified four groups of job positions as it has been shown in Table 14 and figure 20 in the Appendix B. The first, second and third groups (Employee, Head of the department and Manager) were the absolute majority between the respondents with total percentage 93.7%.

Table 14: Position Distribution of Respondents

Position			
	Frequency	**Percent**	**Cumulative Percent**
Employee	73	32.7 %	32.7
Head of the Department	65	29.1 %	61.9
Manager	71	31.8 %	93.7
General Manager	14	6.3 %	100.0
Total	223	100.0 %	

Respondents Distribution by Work place

Where Table 15 presents the distribution of respondents according to work place, the questionnaire distributed the respondents in two main groups: head office of the ministry and the directorates offices. However, the percentages

and frequencies have been shown below in table 15 and figure 20 in the Appendix B.

Table 15: Work Place Distribution of Respondents

Work Place			
	Frequency	**Percent**	**Cumulative Percent**
Ministry	106	47.5 %	47.5
Directorate	117	52.5 %	100.0
Total	223	100.0 %	

4.3 Analysis the Areas of Research

The research areas, which can be summarized in three sections as mentioned before, internal work stress, external work stress and performance. In this section, the researcher analyzed and described the collected data by using the research tool.

4.3.1 Measuring Correlation Coefficients

Correlation coefficients are between each of these research areas (internal work stress, external work stress and performance) from one side and the whole research areas from the other side, which is measured by using Pearson's correlation test.

A. Internal work stress with all research fields

Table 16, showed that Pearson's correlation presented that the relationship between the internal work stress in general and whole research areas (internal work stress, external work stress and performance) is positive correlation.

Table 16: internal work stress fields' correlation coefficients

no.	Questionnaire Fields	Internal Stress Pearson correlation	Sig. (2-tailed)
1	Performance	0.21	0.00
2	External Stress	0.39	0.00
3	Workload	0.49	0.00
4	Work Environment	0.64	0.00
5	Role Conflict	0.68	0.00
6	Job Role Ambiguity	0.62	0.00
7	Unsuitable Role	0.53	0.00
8	Career Path	0.63	0.00
9	Technology	0.56	0.00
10	Evaluation	0.04	0.51*
11	All Areas	0.75	0.00

Based on Pearson's correlation coefficient the value was in range (0.21 to 0.75), and the p-value was ($p = 0.00 < \alpha = 0.05$). The results had strong indicator that the correlation was statistically significant. Moreover, it was a positive and high correlation with whole research areas, except the performance evaluation. The performance evaluation result showed that was low correlation relationship between it and the internal work stress where the ($r = 0.04$ and $p = 0.51 > \alpha = 0.05$).

Hence, it can be said that the internal work stress is consistent and valid to measure what it was set for.

Tables from 50 to 57 (see Appendix B), showed that Pearson's correlation presented that the relationship between the internal work stress factors (Workload, Work environment, Role conflict, job role ambiguity, unsuitable role, career path, technology and performance evaluation) and its statements was positive and with high correlation. Based on Pearson's correlation coefficient value, and the p-value was ($p = 0.00 < \alpha = 0.05$). The results had

strong indicator that the correlation was statistically significant. Moreover, it was a positive and high correlation between the internal work stress factors and its statements.

Hence, it can be said that the internal work stress factors and its statements is consistent and valid to measure what it was set for.

B. Measuring Correlation for External work stress with all research fields

Table 17, showed that Pearson's correlation presented that the relationship between the external works stress in general and whole research areas (internal work stress, external work stress and performance) is positive correlation.

Table 17: external work stress fields' correlation coefficients

no.	Questionnaire Fields	External Stress Pearson correlation	Sig. (2-tailed)
1	Performance	0.19	0.00
2	Internal Stress	0.39	0.00
3	Workload	0.32	0.00
4	Work Environment	0.30	0.00
5	Role Conflict	0.24	0.00
6	Job Role Ambiguity	0.27	0.00
7	Unsuitable Role	0.26	0.00
8	Career Path	0.36	0.00
9	Technology	0.30	0.00
10	Evaluation	0.16	0.02
11	All Areas	0.56	0.00

Based on Pearson's correlation coefficient value in range (0.19 to 0.56), and the p-value was ($p = 0.00 < \alpha = 0.05$). The results had strong indicator that the correlation was statistically significant. Moreover, it was a positive and high correlation with whole research areas.

Hence, it can be said that the external work stress is consistent and valid to measure what it was set for.

Table 59 (see the Appendix B) presented the relationship between the external work stress statements and the external work stress field in general, which showed that the results had strong indicator that the correlation was statistically significant. Moreover, it was a positive and high correlation between the external work stress factors and its statements.

Hence, it can be said that the external work stress factors and its statements is consistent and valid to measure what it was set for.

C. Measuring Correlation for Performance with all research fields

Table 18, showed that Pearson's correlation presented that the relationship between the performances in general and the whole research areas (internal work stress, external work stress and performance) is positive correlation.

Table 18: the performance fields' correlation coefficients

no.	Questionnaire Fields	Performance Pearson correlation	Sig. (2-tailed)
1	External Stress	0.19	0.00
2	Internal Stress	0.21	0.00
3	Workload	0.08	0.23*
4	Work Environment	0.20	0.00
5	Role Conflict	0.09	0.18*
6	Job Role Ambiguity	0.03	0.65*
7	Unsuitable Role	0.10	0.12*
8	Career Path	0.27	0.00
9	Technology	0.25	0.00
10	Evaluation	0.15	0.02
11	All Areas	0.43	0.00

Based on Pearson's correlation coefficient value in range (0.03 to 0.43), and the p-value approximately 0.00 ($p = 0.000 < \alpha = 0.05$) for most factors. The result showed that there was a strong indicator correlation, statistically

significant, between performances in general and most of the questionnaire fields. Moreover, it had a positive and high correlation with whole research areas.

However, Workload, Role Conflict, Job Role Ambiguity and Unsuitable Role factors results showed that was low correlation relationship between these factors and the performances in general where the ($r= 0.08, 0.09, 0.03$ and 0.10) respectively, and ($p = 0.23, 0.18, 0.65$ and $0.12 > \alpha =0.05$) respectively.

Hence, it can be said that the performance in general is consistent and valid to measure what it was set for.

Table 60 (see the Appendix B) presented the relationship between the performance statements and the performance field in general, which showed that the results had strong indicator that the correlation was statistically significant. Moreover, it was a positive correlation between the performance factor and its statements.

Hence, it can be said that the performance in general and its statements are consistent and valid to measure what they were set for.

D. Measuring Correlation for all research areas in general with all research fields

Table 19, showed that the Pearson's correlation coefficients presented that the relationship between research areas fields and all questionnaire fields' is positive correlation. Table showed that the value was in range (0.08 to 0.75), and the p-value was ($p = 0.00 < \alpha = 0.05$).

Table 19: all questionnaire fields' correlation coefficients

no.	Questionnaire Fields	All Areas Pearson correlation	Sig. (2-tailed)
1	Performance	0.43	0.00
2	External Stress	0.56	0.00
3	Internal Stress	0.75	0.00
4	Workload	0.48	0.00
5	Work Environment	0.65	0.00
6	Role Conflict	0.63	0.00
7	Job Role Ambiguity	0.57	0.00
8	Unsuitable Role	0.48	0.00
9	Career Path	0.63	0.00
10	Technology	0.55	0.00
11	Evaluation	0.08	0.23*

The result showed that there was a strong indicator correlation, statistically significant, between research areas fields and all questionnaire fields. Moreover, it was a positive and high correlation with all research areas except the performance evaluation.

However, evaluation field results showed that was low correlation relationship between it and all questionnaire fields where the (r= 0.08 and p = 0.23 > α = 0.05).

Hence, it can be said that the research areas fields are consistent and valid to measure what it was set for.

4.3.2 Data analysis and interpretation.

To interpret data and analysis, the researcher used the one sample t-test and One-Way ANOVA, which are called parametric statistics test. Based on the sample size (The sample size was greater than 20) and Table 20 result which showed the data is normal distribution.

Table 20 showed the test of normality test values of whole research fields, where they had approximately (p = 0.0) which less than α = 0.05, which were

a strong indicator that were the accept normality of data was statistically significant, so the parametric statistics test was used.

Table 20: Normality tests of all research fields

Tests of Normality				
	Statistic	**df**	**Sig.**	**Result**
Workload	0.183	223	0	Normal
Work Environment	0.231	223	0	Normal
Role Conflict	0.175	223	0	Normal
Job Role Ambiguity	0.242	223	0	Normal
Unsuitable Role	0.161	223	0	Normal
Career Path	0.217	223	0	Normal
Technology	0.241	223	0	Normal
Evaluation	0.247	223	0	Normal
Internal Stress	0.296	223	0	Normal
Outside Stress	0.211	223	0	Normal
Performance	0.335	223	0	Normal
All terms	0.275	223	0	Normal

Tables from 61 to 70 and figures from 4 to 14 showed the normality test result for whole research field statements and all the results had a strong indicator, where acceptance the normality of research data was statistically significant, so the parametric statistics test was used.

The researcher used the one sample t-test to measure if the responses of respondents close to value 3 " neutrality value ",

A. Internal work stress

1. Workload

Table 21 showed the t-test result value for the workload field statements.

Table 21: the t-test result value for the workload field statements

	t-test	Sig. (2-tailed)	Mean Difference	95% Confidence Interval of the Difference		Mean	Std. Deviation
Test Value = 3				Lower	Upper		
My tasks are over my body load and my mental energy	-1.59	0.11	-0.13	-0.29	0.03	2.87	1.23
The nature of my tasks requires extra time more than the plan	0.56	0.58	0.04	-0.11	0.20	3.04	1.20
I feel nervous because of the number of tasks that I have to do	-0.44	0.66	-0.04	-0.20	0.13	2.96	1.22
I feel tired and fatigue because of the heavy load of my tasks	0.38	0.71	0.03	-0.13	0.19	3.03	1.24
I suffer from a lot of forgetting and inability to focus during the work	-5.34	0.00*	-0.43	-0.58	-0.27	2.57	1.19
My tasks need a lot of focus	15.76	0.00*	1.04	0.91	1.18	4.04	0.99
I feel bored because of repeating the same tasks every day	2.63	0.01*	0.22	0.05	0.38	3.22	1.22
Workload	1.41	0.16	0.10	-0.04	0.24	3.10	1.04

* Correlation is significant at the 0.05 level (2-tailed).

Table 21 showed that the workload statements have various t-test values. the first and third statements ("My tasks are over my body and mental energy" also "I feel nervous because of the number of tasks that I have to do") have (p = 0.11& 0.66 > 0.05) and t-test value (-1.59 & -0.44) respectively, which showed that was no statistically significant difference between means of the first and third statements. So, the respondents disagree with these statements, based on the mean values (2.87 & 2.96) respectively.

Also, the second and fourth statements ("The nature of my tasks requires extra time more than the plan" also "I feel tired and fatigue because of the heavy load of my tasks") have (p =0.58 & 0.71 > .05) and t-test value (0.56 & 0.38) respectively, which showed that was no statistically significant difference between means of the second and fourth statements. So, the respondents agree with these statements, based on the mean values (3.04 & 3.03) respectively.

Moreover, the fifth to seventh statements ("I suffer from a lot of forgetting and inability to focus during the work", "My tasks need a lot of focus" and "I feel bored because of repeating the same tasks every day") have (p = 0.0 < .05) and t-test value (-5.34, 15.76 & 2.63) respectively, which showed that was statistically significant difference between means of the fifth to seventh statements. So, the respondents disagreed with fifth statement, based on the mean values (2.57). While the respondents agree with sixth and seventh statements, based on the mean values (4.04 & 3.22) respectively.

Generally, workload field result presented that was no statistically significant difference between means (the mean values 3.10, p=0.16 > .05 & t-test value 1.41). So, the respondents generally agreed on the workload field's statements. The result showed that workload's levels at MOT staff were average and within normal and accepted rates. So, the workload's factor is not cause of work stress at MOT staff.

2. *Work Environment*

Table 22 showed the t-test result value for the Work Environment field statements.

Table 22: the t-test result value for the work environment field's statements

	Test Value = 03						
	t-test	Sig. (2-tailed)	Mean Difference	95% Confidence Interval of the Difference		Mean	Std. Deviation
				Lower	Upper		
The light of the office is bad for my focus and attention	-1.04	0.30	-0.09	-0.25	0.08	2.91	1.23
I suffer from the noise at the workplace	1.10	0.27	0.09	-0.07	0.24	3.09	1.16
I suffer from overcrowding of my office	3.04	0.00*	0.26	0.09	0.44	3.26	1.30
I suffer from overcrowding of citizen in my office	-0.11	0.91	-0.01	-0.17	0.15	2.99	1.20
The ventilation system is inactive	-0.99	0.32	-0.09	-0.27	0.09	2.91	1.35
I suffer from work breakdown because of a lack in the required resources.	7.37	0.00*	0.57	0.41	0.72	3.57	1.14
I suffer from unsuitability of furniture and resources for the nature of my tasks	2.78	0.01*	0.23	0.07	0.39	3.23	1.23
I suffer from many of the instructions and sudden decisions during the work	6.13	0.00*	0.46	0.31	0.61	3.46	1.13

I suffer from disorder and disorganized machines and furniture	1.42	0.16	0.11	-0.04	0.27	3.11	1.18
Heating and cooling system is insufficient	-2.18	0.03*	-0.18	-0.34	-0.02	2.82	1.23
There is continued disputes with the other departments if the tasks was done without their procedures, wishes and convictions	3.26	0.00*	0.27	0.11	0.43	3.27	1.23
My personal and organizational relationships depend on my manager satisfactions	7.04	0.00*	0.55	0.39	0.70	3.55	1.16
There is a discrimination in the ministry according to the gender	2.05	0.04*	0.17	0.01	0.33	3.17	1.24
Work Environment	4	0.00*	0.23	0.11	0	3.23	0.93

* Correlation is significant at the 0.05 level (2-tailed)

Table 22 showed that the work environment statements have various t-test values. The first, fourth and fifth statements ("The light of the office is bad for my focus and attention", "I suffer from overcrowding of citizen in my office" and "The ventilation system is inactive") have ($p = 0.30, 0.91$ & $0.32 > 0.05$) and t-test value (-1.04, -0.11 & -0.99) respectively, which showed that was no statistically significant difference between means of the first, fourth and fifth statements. So, the respondents disagree with these statements, based on the mean values (2.91, 2.99 & 2.91) respectively.

Also, the second and ninth statements ("I suffer from the noise at the workplace" also "I suffer from disorder and disorganized machines and furniture") have ($p = 0.27$ & $0.16 > .05$) and t-test value (1.10 & 1.42) respectively, which showed that was no statistically significant difference between means of the second and fourth statements. So, the respondents agree with these statements, based on the mean values (3.09 & 3.11) respectively.

Moreover, the third, sixth to eighth, and tenth to thirteenth statements ("I suffer from overcrowding of my office", "I suffer from work breakdown because of a lack in the required resources.", "I suffer from unsuitability of furniture and resources for the nature of my tasks", "I suffer from many of the instructions and sudden decisions during the work", "Heating and cooling system is insufficient", "There is continued disputes with the other departments if the tasks was done without their procedures, wishes and convictions", "My personal and organizational relationships depend on my manager satisfactions" and "There is a discrimination in the ministry

according to the gender") have (p = 0.0 < .05) and t-test value (3.04, 7.37, 2.78, 6.13, -2.18, 3.26, 7.04 & 2.05) respectively, which showed that was statistically significant difference between means of the first, third, fourth, sixth and seventh statements. So, the respondents disagreed with tenth statement, based on the mean values (2.82). While the respondents agree with remnant statements, based on the mean values (3.26, 3.57, 3.23, 3.46, 3.27, 3.55 & 3.17) respectively.

Generally, work environment field result presented that was statistically significant difference between means (the mean values 3.23), (p= 0.0 < .05) and t-test value (4.0). So, the respondents generally agreed on the work environment field's statements. The result showed that work environment 's factor is a major cause of work stress at MOT staff.

3. *Role Conflict*

Table 23 showed the t-test result value for the Role Conflict field statements.

Table 23 the t-test result value for the role conflict field's statements

	t	Sig. (2-tailed)	Mean Difference	95% Confidence Interval of the Difference		Mean	Std. Deviation
Test Value = 3							
				Lower	Upper		
Sometimes, asked me to do tasks against values and the general principles of the law	-10.90	0.00*	-0.78	-0.92	-0.64	2.22	1.06
I suffer from frequent interventions from others during my tasks with affects my performance	-0.29	0.77	-0.02	-0.18	0.13	2.98	1.16
Sometimes, asked me to perform multiple and contradictory acts	-3.67	0.00*	-0.27	-0.42	-0.13	2.73	1.11
I deal with multi departments; there is a difference between them in the responsibilities and requirements	5.68	0.00*	0.43	0.28	0.58	3.43	1.13
My line manager intervenes with my tasks and responsibilities dramatically	-1.61	0.11	-0.13	-0.28	0.03	2.87	1.17
I feel that I need more knowledge and skills to complete tasks	4.50	0.00*	0.35	0.20	0.50	3.35	1.16
I feel that distribution of department tasks and responsibilities are not fair	6.09	0.00*	0.47	0.32	0.62	3.47	1.15
Role Conflict	0.07	0.95	0.00	-0.13	0.14	3.00	1.02

* Correlation is significant at the 0.05 level (2-tailed

Table 23 showed that the role conflict statements have various t-test values. The second and fifth statements ("I suffer from frequent interventions from others during my tasks which affects my performance" and "My line manager intervenes with my tasks and responsibilities dramatically") have ($p = 0.77$ & $0.11 > 0.05$) and t-test value (-0.29 & -1.61) respectively, which showed that was no statistically significant difference between means of the second and fifth statements. So, the respondents disagree with these statements, based on the mean values (2.98 & 2.87) respectively.

Moreover, the first, third, fourth, sixth and seventh statements ("Sometimes, asked me to do tasks against values and the general principles of the law", "Sometimes, asked me to perform multiple and contradictory acts", "I deal with multi departments; there is a difference between them in the responsibilities and requirements", "I feel that I need more knowledge and skills to complete tasks" and " I feel that distribution of department tasks and responsibilities are not fair") have ($p = 0.0 < .05$) and t-test value (-10.90, -3.67, 5.68, 4.50 & 6.09) respectively, which showed that was statistically significant difference between means of the first, third, fourth, sixth and seventh statements. So, the respondents disagreed with first and third statements, based on the mean values (2.22 & 2.73). While the respondents agree with fourth, sixth and seventh statements, based on the mean values (3.43, 3.35 & 3.47) respectively.

Generally, role conflict field result presented that was no statistically significant difference between means (the mean values 3.00), ($p= 0.95 > .05$) and t-test value (0.07). So, the respondents generally neither agreed nor

disagreed on the role conflict field's statements. The result showed that role conflict's factor is not cause of work stress at MOT staff.

4. Job Role Ambiguity

Table 24 showed the t-test result value for the Job Role Ambiguity field statement

Table 24 the t-test result value for the job role ambiguity field's statements

	Test Value = 3						
	t	Sig. (2-tailed)	Mean Difference	95% Confidence Interval of the Difference		Mean	Std. Deviation
				Lower	Upper		
I suffer from a clarity lack of the powers and responsibilities incumbent upon me	2.03	0.04	0.16	0.00	0.32	3.16	1.19
I suffer from a clarity lack of the nature of my tasks	-2.89	0.00	-0.22	-0.38	-0.07	2.78	1.16
There is no direct manager could be refer to him when needed	-8.47	0.00	-0.63	-0.78	-0.49	2.37	1.11
I feel that a clarity lack of the instructions, policies and procedures for my tasks	-5.98	0.00	-0.44	-0.58	-0.29	2.56	1.10
I do not know the extent of my tasks contribution in ministry objectives	-4.73	0.00	-0.38	-0.53	-0.22	2.62	1.19
I do not know the right policies and procedures to do my tasks	-9.50	0.00	-0.70	-0.84	-0.55	2.30	1.09
I suffer from managers whom are not understand my responsibilities and rules	-1.88	0.06*	-0.16	-0.32	0.01	2.84	1.24
Job Role Ambiguity	-6.63	0.00	-0.43	-0.56	-0.30	2.57	0.97

* Correlation is significant at the 0.05 level (2-tailed)

Table 24 showed that the job role ambiguity statements have various t-test values. The seventh statement ("I suffer from managers whom are not understand my responsibilities and rules") have (p = 0.06 > 0.05) and t-test value (-1.88), which showed that was no statistically significant difference between means of the seventh statement. So, the respondents disagree with this statement, based on the mean values (2.84).

Moreover, the first to sixth statements ("I suffer from a clarity lack of the powers and responsibilities incumbent upon me", "I suffer from a clarity lack of the nature of my tasks", "There is no direct manager could be refer to him when needed", "I feel that a clarity lack of the instructions, policies and procedures for my tasks", "I do not know the extent of my tasks contribution in ministry objectives" and "I do not know the right policies and procedures to do my tasks") have (p = 0.0 < .05) and t-test value (2.03,-2.89, -8.47, -5.98, -4.73 and -9.50) respectively, which showed that was statistically significant difference between means of these statements. So, the respondents disagreed with second to sixth statements, based on the mean values (2.78, 2.37, 2.56, 2.62 and 2.30) respectively. While the respondents agree with first statement, based on the mean values (3.16).

Generally, the job role ambiguity field result presented that was statistically significant difference between means (the mean values 2.57), (p < .05) and (t-test value -6.63). So, the respondents generally disagreed on the job role ambiguity field's statements. The result showed that job role ambiguity's levels at MOT staff were within normal and accepted rates. So, the job role ambiguity's factor is not cause of work stress at MOT staff.

5. *Unsuitable Role*

Table 25 showed the t-test result value for the Unsuitable Role field statements

Table 25 the t-test result value for the unsuitable role field's statements

	Test Value = 3						
	t	Sig. (2-tailed)	Mean Difference	95% Confidence Interval of the Difference		Mean	Std. Deviation
				Lower	Upper		
I feel that I do not have chance to have responsibilities suitable with my skills, and abilities	1.24	0.22	0.11	-0.06	0.28	3.11	1.29
The current position does not suitable with my qualifications, skills, and abilities	0.15	0.88	0.01	-0.16	0.19	3.01	1.32
I feel that I am not in the correct position	-0.15	0.88	-0.01	-0.19	0.17	2.99	1.37
I have energy and abilities is untapped	9.29	0.00	0.70	0.55	0.85	3.70	1.12
Unsuitable Role	3.08	0.00	0.25	0.09	0.41	3.25	1.22

* Correlation is significant at the 0.05 level (2-tailed).

Table 25 showed that the unsuitable role statements have various t-test values. the first to third statements ("I feel that I do not have chance to have responsibilities suitable with my skills, and abilities", "The current position does not suitable with my qualifications, skills, and abilities" and "I feel that I am not in the correct position") have (p = 0.22, 0.88 & 0.88 > 0.05) and t-test value (1.24, 0.15 and -0.15) respectively, which showed that was no statistically significant difference between means of the first and third statements. So, the respondents agreed with first and second statements, based on the mean values (3.11 and 3.01) respectively. the respondents disagreed with third statement, based on the mean values (2.99).

Moreover, the fourth statement ("I have energy and abilities is untapped") have (p = 0.0 < .05) and t-test value (9.29), which showed that was statistically significant difference between means of the fourth statement. So, the respondents agreed with this statement, based on the mean values (3.70). Generally, unsuitable role field result presented that was statistically significant difference between means (the mean values 3.25), (p < .05) and (t-test value 3.08). So, the respondents generally agreed on the unsuitable role field's statements. The result showed that the unsuitable role's factor is not cause of work stress at MOT staff.

6. Career Path

Table 26 showed the t-test result value for the Career Path field statements.

Table 26 the t-test result value for the career path field's statements

	t	Sig. (2-tailed)	Mean Difference	95% Confidence Interval of the Difference		Mean	Std. Deviation
				Test Value = 3			
				Lower	Upper		
There is no clear system for performance evaluation in the ministry	14.78	0.00	1.04	0.91	1.18	4.04	1.06
I feel that additional value added to my skills during my current work	1.60	0.11*	0.13	-0.03	0.30	3.13	1.25
I feel that criticisms are disparage of my efficiency and my skill	-0.77	0.44*	-0.06	-0.22	0.10	2.94	1.21
There is no training plan to improve my efficiency to do my tasks	10.80	0.00	0.80	0.66	0.95	3.80	1.11
My position is not suitable with my goals and my ambitions	3.25	0.00	0.27	0.11	0.44	3.27	1.26
The upgrade opportunities are not distributed based on fair foundations	15.49	0.00	1.16	1.01	1.31	4.16	1.12
The bonus is not distributed based on clear foundations	17.78	0.00	1.22	1.09	1.36	4.22	1.03
The vacancies occupy based on availability and not based on efficient	14.75	0.00	1.05	0.91	1.19	4.05	1.06
I accept tasks to satisfy my officials	-1.88	0.06*	-0.16	-0.33	0.01	2.84	1.28
Career Path	11.67	0.00	0.77	0.64	0.90	3.77	0.98

* Correlation is significant at the 0.05 level (2-tailed).

Table 26 showed that the career path statements have various t-test values. the second, third and ninth statements ("I feel that additional value added to my skills during my current work", "I feel that criticisms are disparage of my efficiency and my skill" and "I accept tasks to satisfy my officials") have (p = 0.11, 0.44 and 0.06 > 0.05) and t-test value (1.60, -0.77 and -1.88) respectively, which showed that was no statistically significant difference between means of the first and third statements. So, the respondents agreed with second statement, based on the mean values (3.13), and the respondents disagreed with third and ninth statements, based on the mean values (2.94 and 2.84) respectively.

Moreover, the first, and fourth to eighth statement ("There is no clear system for performance evaluation in the ministry", "There is no training plan to improve my efficiency to do my tasks", "My position is not suitable with my goals and my ambitions", "The upgrade opportunities are not distributed based on fair foundations", "The bonus are not distributed based on clear foundations" and "The vacancies occupy based on availability and not based on efficient") have (p = 0.0 < .05) and t-test value (14.78, 10.80, 3.25, 15.49, 17.78 and 14.75) respectively, which showed that was statistically significant difference between means of the these statements. So, the respondents strongly agreed with these statement, based on the mean values (4.04, 3.80, 3.27, 4.16, 4.22 and 4.05) respectively.

Generally, career path field result presented that was statistically significant difference between means (the mean values 3.77), (p < .05) and (t-test value 11.67). So, the respondents generally agreed on the career path field's

statements. The result showed that the career path's factor is cause of work stress at MOT staff.

7. *Technology*

Table 27 showed the t-test result value for the Technology field statements.

Table 27 the t-test result value for the technology field's statements

	t	Sig. (2-tailed)	Mean Difference	95% Confidence Interval of the Difference		Mean	Std. Deviation
Test Value = 3							
				Lower	Upper		
The technical problems cause stop transactions and increase pending tasks	15.69	0.00	1.06	0.93	1.20	4.06	1.01
The technology slowest, lead to breakdown work and increase waiting time for reviewers	16.80	0.00	1.09	0.96	1.22	4.09	0.97
No developing plan for technology software and devices	11.61	0.00	0.86	0.71	1.00	3.86	1.10
No training plan to use new or developed software and devices	8.11	0.00	0.62	0.47	0.77	3.62	1.15
No plan to keep up development technology equipment	6.32	0.00	0.52	0.36	0.69	3.52	1.24
Technology	12.78	0.00	0.86	0.73	0.99	3.86	1.01

* Correlation is significant at the 0.05 level (2-tailed).

Table 27 showed that the technology statements have various t-test values. the whole statements ("The technical problems causes stop transactions and increase pending tasks", " The technology slowest, lead to breakdown work and increase waiting time for reviewers ", " No developing plan for technology software and devices ", " No training plan to use new or developed software and devices " and " No plan to keep up development technology equipment") have (p = 0.00 < 0.05) and t-test value (15.69, 16.80, 11.61, 8.11 and 6.32) respectively, which showed that was statistically significant difference between means of the first and third statements. So, the respondents strongly agreed with whole technology statements, based on the mean values (4.06, 4.09, 3.86, 3.62 and 3.52) respectively.

Generally, technology field result presented that was statistically significant difference between means (the mean values 3.86), (p < .05) and (t-test value 12.78). So, the respondents generally strongly agreed on the technology field's statements. The result showed that the technology's factor is cause of work stress at MOT staff.

8. *Performance Evaluation*

Table 28 showed the t-test result value for the Performance Evaluation field statements.

Table 28 the t-test result value for the performance evaluation field's statements

	Test Value = 3						
	t	Sig. (2-tailed)	Mean Difference	95% Confidence Interval of the Difference		Mean	Std. Deviation
				Lower	Upper		
The performance evaluation is a clear scientific basis	-2.16	0.03	-0.17	-0.33	-0.02	2.83	1.21
My manager give me the fair performance evaluation values	-1.19	0.24*	-0.10	-0.26	0.06	2.90	1.24
I feel that the performance evaluation has a clear value for management	-3.87	0.00	-0.33	-0.50	-0.16	2.67	1.28
The performance evaluation results are not related to stimulating material or moral	9.21	0.00	0.73	0.57	0.89	3.73	1.19
I feel my work does not appreciation of management	6.99	0.00	0.59	0.42	0.75	3.59	1.26
Performance Evaluation	1.26	0.21*	0.08	-0.04	0.20	3.08	0.90

* Correlation is significant at the 0.05 level (2-tailed).

Table 28 showed that the performance evaluation statements have various t-test values. the second statement ("My manager give me the fair performance evaluation values") have (p = 0.24 > 0.05) and t-test value (-1.19), which showed that was no statistically significant difference between means of this statement. So, the respondents disagreed with second statement, based on the mean values (2.90).

Moreover, the first, and third to fifth statements ("The performance evaluation is a clear scientific basis", " I feel that the performance evaluation have a clear values for management ", " The performance evaluation results is not related to stimulating material or moral " and "I feel my work does not appreciation of management") have (p = 0.0 < .05) and t-test value (-2.16, -3.87, 9.21 and 6.99) respectively, which showed that was statistically significant difference between means of the these statements. So, the respondents strongly disagreed with first and third statements, based on the mean values (2.83 and 2.67) respectively. And the respondents strongly agreed with fourth and fifth statements, based on the mean values (3.73 and 3.59) respectively.

Generally, performance evaluation field result presented that was no statistically significant difference between means (the mean values 3.08), (p= 0.21 > .05) and (t-test value 1.26). So, the respondents generally agreed on the performance evaluation field's statements. The result showed that the performance evaluation's factor causes work stress at MOT staff.

B. External work stress

Table 29 showed the t-test result value for the External Work stress field statements.

Table 29 the t-test result value for the external work stress's statements

	Test Value = 3						
	t-test	Sig. (2-tailed)	Mean Difference	95% Confidence Interval of the Difference		Mean	Std. Deviation
				Lower	Upper		
I'm thinking about many of my personal problems (social and economic...) during work	-2.11	0.04	-0.18	-0.35	-0.01	2.82	1.27
My mettle to work different positively when receipt the salary	-1.72	0.09*	-0.13	-0.29	0.02	2.87	1.17
Lack of citizens' information about the procedures and policies causes problems with staff and increase the stress on the staff	11.58	0.00	0.83	0.69	0.98	3.83	1.08
I suffer from citizen's mess and rapidity nervous	7.42	0.00	0.52	0.39	0.66	3.52	1.06
I suffer from my salary compared with privet sector salaries	5.34	0.00	0.43	0.27	0.60	3.43	1.22
I feel that my work affect my obligations family	0.34	0.74*	0.03	-0.13	0.18	3.03	1.19
I feel that the salary is not commensurate with the effort	7.19	0.00	0.59	0.43	0.75	3.59	1.22
I suffer from expensive living because nonpayment enough amount	9.92	0.00	0.78	0.62	0.93	3.78	1.17

My family is not satisfied with my position	-4.60	0.00	-0.38	-0.54	-0.22	2.62	1.22
I suffer from some family's issues because of work time	-7.04	0.00	-0.58	-0.74	-0.42	2.42	1.23
Health insurance does not meet my needs	10.49	0.00	0.88	0.71	1.04	3.88	1.25
External Stress	4.77	0.00	0.30	0.17	0.42	3.30	0.93

* Correlation is significant at the 0.05 level (2-tailed).

Table 29 showed that the external work stress statements have various t-test values. the second and sixth statements ("My mettle to work different positively when receipt the salary", and "I feel that my work affect my obligations family") have (p = 0.09 and 0.74 > 0.05) and t-test value (-1.72 and -0.34) respectively, which showed that was no statistically significant difference between means of these statements. So, the respondents disagreed with second statement and agreed with sixth statement, based on the mean values (2.87 and 3.03) respectively.

Moreover, the first, third to fifth and seventh to eleventh statements (I'm thinking about many of my personal problems (social and economic...) during work"," Lack of citizens' information about the procedures and policies causes problems with staff and increase the stress on the staff", "I suffer from citizen's mess and rapidity nervous "," I suffer from my salary compared with privet sector salaries "," I feel that the salary is not commensurate with the effort "," I suffer from expensive living because nonpayment enough amount "," My family is not satisfied with my position "," I suffer from some family's issues because of work time " and " Health insurance does not meet my needs") have (p = 0.0 < .05) and t-test value (-2.11, 11.58, 7.42, 5.34, 7.19, 9.92, -4.60, -7.04 and 10.49) respectively, which showed that was statistically significant difference between means of the these statements. So, the respondents disagreed with first, ninth and tenth statements, based on the mean values (2.82, 2.62 and 2.42) respectively. And the respondents agreed with third to fifth, seventh, eighth and eleventh

statements, based on the mean values (3.83, 3.52, 3.43, 3.59, 3.78, and 3.88) respectively.

Generally, external work stress field result presented that was statistically significant difference between means (the mean values 3.30), (p=0.00 < .05) and (t-test value 4.77). So, the respondents generally agreed on the external work stress field's statements. The result showed that the external work stress's factor causes. work stress at MOT staff.

C. Performance

Table 30 showed the t-test result value for the Performance field statements.

Table 30 the t-test result value for the performance's statements

	Test Value = 3						
	t-test	Sig. (2-tailed)	Mean Difference	95% Confidence Interval of the Difference		Mean	Std. Deviation
				Lower	Upper		
I do high effort at work	21.13	0.00	1.18	1.07	1.29	4.18	0.84
I do my tasks with high efficiently	29.69	0.00	1.41	1.32	1.51	4.41	0.71
I feel my effectiveness is high (I do the right things)	23.94	0.00	1.29	1.19	1.40	4.29	0.81
I feel my efficiency is high (I do the things right)	30.86	0.00	1.35	1.26	1.44	4.35	0.65
I abide to follow instructions, policies and procedures to do my tasks	27.19	0.00	1.32	1.22	1.41	4.32	0.72
I do my tasks during the required time	28.62	0.00	1.31	1.22	1.40	4.31	0.68
I Interest to improve my performance	34.13	0.00	1.45	1.36	1.53	4.45	0.63
I share teamwork to do the tasks	22.78	0.00	1.26	1.15	1.36	4.26	0.82
I face problems affect my performance	10.97	0.00	0.78	0.64	0.92	3.78	1.06
I deal with citizen's issues seriously and work to solve it	25.59	0.00	1.29	1.19	1.39	4.29	0.75
I care with public appearance front the citizens	20.16	0.00	1.17	1.06	1.29	4.17	0.87
I abide with working times	26.81	0.00	1.39	1.29	1.49	4.39	0.77
I abide with working systems	25.04	0.00	1.38	1.27	1.49	4.38	0.82

I have ability to adaptation and complete my tasks in emergency cases	25.85	0.00	1.38	1.27	1.48	4.38	0.80
I rely on the self to do the tasks	21.88	0.00	1.19	1.08	1.30	4.19	0.81
I have ability to dialogue and the management discussion and networking with colleagues	26.84	0.00	1.35	1.25	1.44	4.35	0.75
I evaluate my performance compared with my office colleagues is the best	14.06	0.00	0.89	0.77	1.02	3.89	0.95
Performance	36.00	0.00	1.48	1.40	1.56	4.48	0.61

* Correlation is significant at the 0.05 level (2-tailed).

Table 30 showed that the performance statements have various t-test values, the whole performance statements have (p = 0.0 < .05) and t-test value between (10.97 and 34.13), which showed that was statistically significant difference between means of these statements. So, the respondents strongly agreed with performance statements, based on the mean values between (3.78 and 4.45).

Generally, performance field result presented that was statistically significant difference between means (the mean values 4.48), (p< .05) and (t-test value 36.00). So, the respondents generally strongly agreed on the performance field's statements. The result showed that the MOT's staff performance is affected by the work stress.

D. Data analysis for the whole research areas fields

Table 31 showed the t-test result value for the whole research areas field statements.

Table 31 the t-test result value for all research areas field's statements

	t-test	Sig. (2-tailed)	Mean Difference	95% Confidence Interval of the Difference		Mean	Std. Deviation
Test Value = 3							
				Lower	Upper		
Internal Stress	1.41	0.16*	0.10	-0.04	0.24	3.10	1.04
Workload	3.73	0.00	0.23	0.11	0.36	3.23	0.93
Work Environment	0.07	0.95*	0.00	-0.13	0.14	3.00	1.02
Role Conflict	-6.63	0.00	-0.43	-0.56	-0.30	2.57	0.97
Job Role Ambiguity	3.08	0.00	0.25	0.09	0.41	3.25	1.22
Unsuitable Role	11.67	0.00	0.77	0.64	0.90	3.77	0.98
Career Path	12.78	0.00	0.86	0.73	0.99	3.86	1.01
Technology	1.26	0.21*	0.08	-0.04	0.20	3.08	0.90
Evaluation	5.93	0.00	0.28	0.19	0.37	3.28	0.70
External Stress	4.77	0.00	0.30	0.17	0.42	3.30	0.93
Performance	36.00	0.00	1.48	1.40	1.56	4.48	0.61
All terms	11.58	0.00	0.52	0.44	0.61	3.52	0.68

* Correlation is significant at the 0.05 level (2-tailed).

Table 31 showed that the whole research areas statements have various t-test values. The research terms "Internal Stress", "Work Environment" and "Technology" have (p = 0.16, 0.95 and 0.21 > 0.05) and t-test value (1.41, 0.07 and 1.26) respectively, which showed that was no statistically significant difference between means of these statements. So, the respondents agreed with these terms, based on the mean values (3.10, 3.00 and 3.08) respectively.

Moreover, the other research terms have (p < .05) and t-test value between (3.08 and 36.00), which showed that was statistically significant difference between means of these statements. So, the respondents disagreed with "Role Conflict" term, based on the mean values (2.57) and t-test value (-6.63). And the respondents strongly agreed with these research terms, based on the mean values between (3.23 and 4.48).

Generally, performance field result presented that was statistically significant difference between means (the mean values 3.52), (p< .05) and (t-test value 11.58). So, the respondents generally strongly agreed on the all terms field's statements. The result showed that the MOT's staff performance is affected by the work stress.

4.4 Hypotheses testing

The researcher used the Spearman's rank correlation coefficient test to detect and understand strength of the relation between the work stresses and staff's performance.

In addition, to detect and understand the relation between the work stresses and performance of MOT's staff according to demographic characteristics; researcher used the t-test to compares differences between two independent groups (in this research are gender, marital status, and work place). Also, one-way ANOVA used to compare differences between more than two independent groups (which are age, qualification, experience and position)

4.4.1 First Hypothesis

The first Hypothesis says, "**There is no relationship between the internal work stress factors (role conflict, workload, job role ambiguity, performance evaluation, career path, work environment, technology, and unsuitable role) and the staff's performance of the Palestinian MOT in West Bank**".

From this hypothesis, it could be easy extract these sub-hypotheses, each sub-hypothesis treats one internal stress factors with the performance as mentioned below:

H1-1 *There is no relationship between workload and staff's performance of MOT.*

H1-2 *There is no relationship between role conflict and staff's performance of MOT.*

H1-3 *There is no relationship between job role ambiguity and staff's performance of MOT.*

H1-4 *There is no relationship between unsuitable role and staff's performance of MOT.*

H1-5   *There is no relationship between performance evaluation and staff's*
        performance of MOT.

H1-6   *There is no relationship between career path and staff's performance*
        of MOT.

H1-7   *There is no relationship between work environment and staff's*
        performance of MOT.

H1-8   *There is no relationship between technology and staff's performance*
        of MOT.

H1-1 Workload

As mentioned before, we used the Spearman's rank correlation coefficient to detect the strength of the relation between the workload and staff's performance.

Table 32 the Spearman's test for the workload and MOT's staff performance.

Fields	Spearman's rho	Sig. (2-tailed)
Workload	0.072	0.283

* Correlation is significant at the 0.05 level (2-tailed).

The no statistically significant Spearman correlation coefficient value of 0.072 confirms what was apparent from the table 32; there appears to be a very weak positive correlation between the workload and staff's performance. Thus, workload's levels at MOT staff were average and within normal and accepted rates, which suitable with their qualifications, capabilities and experiences to do their duties. So, the workload's factor is not cause of work stress at MOT staff.

We failed to reject the null hypothesis, that there is no relationship between workload and staff's performance of the MOT. where the (p = 0.283 > α = 0.05), we can say that we have very strong evidence to believe null hypothesis, i.e. we have some evidence to believe that the workload's levels at MOT were average and within normal and accepted rates. and it does not affect staff's performance.

H1-2 Role conflict

Table 33 showed the Spearman's test value of the relation between the role conflict and MOT's staff performance.

Table 33 the Spearman's test value for the role conflict and MOT's staff performance.

Fields	Spearman's rho	Sig.
Role Conflict	0.074	0.274

* Correlation is significant at the 0.05 level (2-tailed).

Table 33 showed that was no statistically significant Spearman correlation coefficient value of 0.074; there appears to be a very weak positive correlation between the role conflict and staff's performance. Thus, we failed to reject the null hypothesis. that there is no relationship between role conflict and staff's performance of the MOT.

Where the (p = 0.274 > α = 0.05), we can say that we have very strong evidence to believe null hypothesis, i.e. we have some evidence to believe that the role conflicts at MOT were within normal and accepted rates, and it does not affect staff's performance. where the respondents' answers generally said that they did not suffer from role conflict in MOT.

The researcher finds this result presented that the MOT's staff have clear work duties, which suitable with their knowledge, information and experiences to do work duties.

H1-3 Job role ambiguity (concept)

Table 34 showed that the Spearman's test value (0.008), and the Sig. value (p = 0.910 > α = 0.05), which presented that no statistically significant relation between the job role ambiguity and staff's performance.

Table 34 the Spearman's test for the Job Role Ambiguity and staff's performance.

Fields	Spearman's rho	Sig. (2-tailed)
Job Role Ambiguity	0.008	0.910

* Correlation is significant at the 0.05 level (2-tailed).

The results showed a very weak positive correlation between job role ambiguity and staff's performance. Thus, we failed to reject the null hypothesis. that there is no relationship between job role ambiguity and staff's performance of the MOT.

Where the (p = 0.910 > α = 0.05), we can say that we have very strong evidence to believe null hypothesis, i.e. we have some evidences to believe that job role ambiguity at MOT is within normal and accepted rates, and it does not affect staff's performance. where the respondents' answers generally said that they do not suffer from job role ambiguity in MOT.

The researcher finds this result presented that the MOT's staff have clear work duties, and about processes and procedures for each duty, which

suitable with their qualifications, capabilities and experiences about the duties.

H1-4 Unsuitable role

Table 35 showed that the Spearman's test value (0.090), and the Sig. value are larger than α (p = 0.183 > α =0.05), which presented that no statistically significant relation between the unsuitable role and staff's performance.

Table 35 the Spearman's test for the Unsuitable role and staff's performance.

Fields	Spearman's rho	Sig. (2-tailed)
Unsuitable Role	0.090	0.183

* Correlation is significant at the 0.05 level (2-tailed).

The results showed a weak positive correlation between the unsuitable role and staff's performance. Thus, we failed to reject the null hypothesis. that there is no relationship between unsuitable role and staff's performance of the MOT.

Where the (p = 0.183 > α = 0.05), we can say that we have very strong evidence to believe null hypothesis, i.e. we have some evidence to believe that the unsuitable role at MOT were within accepted rates, and it does not affect staff's performance. where the respondents' answers generally said that they don't suffer from unsuitable role in MOT.

The researcher found this result presented that the MOT's staff have clear suitable role, which suitable with their qualifications, capabilities and experiences to do their duties.

H1-5 Performance evaluation

Table 36 showed that the Spearman's test value (0.137), and the Sig. value (p = 0.041 < α =0.05), which showed the statistically significant relation between the performance evaluation and staff's performance; where appeared to be a strong positive correlation between the performance evaluation and staff's performance.

Table 36 the Spearman's test for the performance evaluation and staff's performance.

Fields	Spearman's rho	Sig. (2-tailed)
Evaluation	0.137*	0.041

* Correlation is significant at the 0.05 level (2-tailed).

From the result, we can reject the null hypothesis, and accept the alternative hypothesis, that there is a relationship between performance evaluation and staff's performance of the MOT. where the (p = 0.041 < α = 0.05), we can say that we have very strong evidence to believe alternative hypothesis, i.e. we have some evidence to believe that the performance evaluation at MOT causes work stress, and it affects staff's performance.

The respondents' answers generally said that they suffer from the performance evaluation in the MOT work environment. The researcher found this result presented that the MOT's staff have issue with the current performance evaluation system, where many of them described performance evaluation system, as it does not have clear scientific basis and it does not have clear values for management where its results is not related to stimulating material, moral or used to promotion the employee. In addition,

some of the mangers don't write fair performance evaluation values for employees.

Therefore, the performance evaluation factor has effects on the MOT's staff performance. So, the MOT needs to improve the performance evaluation policies, processes and procedures, where the good evaluation system will improve staff work performance and their satisfaction.

H1-6   Career path

Table 37 showed that the Spearman's test value (0.219), and the Sig. value lower than α (p = 0.001 < α =0.05), which presented the statistically significant relation between the career path and staff's performance, there appears to be a strong positive correlation between career path and staff's performance.

Table 37 the Spearman's test for the career path and staff's performance.

Fields	Spearman's rho	Sig. (2-tailed)
Career Path	0.219*	0.001

* Correlation is significant at the 0.05 level (2-tailed).

From the result, we can reject the null hypothesis, and accept the alternative hypothesis, that there is a relationship between career path and staff's performance of the MOT. where the (p = 0.001< α = 0.05), we can say that we have very strong evidence to believe alternative hypothesis, i.e. we have some evidence to believe that the career path at MOT causes work stress, and it affects staff's performance.

The respondents' answers generally said that they suffer from career path in the MOT`s work environment. The researcher found this result presented that the MOT's staff have issue with the current clear career path policies, where many of them said that it has lack of clarity in vacancies occupying, where the upgrade opportunities and bonus are not distributed based on fair foundations. In addition, they need to have training plans to improve my efficiency to do tasks

Therefore, the clear career path factor has effects on the MOT's staff performance. So, the MOT needs to improve the clear career path policies, processes and procedures, where the good evaluation system will improve staff work performance and their satisfaction.

H1-7   Work environment

Table 38 showed that the Spearman's test value (0.185), and the Sig. value are lower than α (p = 0.006 < α =0.05), which presented the statistically significant relation between the work environment and staff's performance, there appeared to be a strong positive correlation between the work environment and staff's performance.

Table 38 the Spearman's test for the work environment and staff's performance.

Fields	Spearman's rho	Sig. (2-tailed)
Work Environment	0.185*	0.006

* Correlation is significant at the 0.05 level (2-tailed).

From the result, we can reject the null hypothesis, and accept the alternative hypothesis, that there is a relationship between work environment and staff's performance of the MOT. where the ($p = 0.006 < \alpha = 0.05$), we can say that we have very strong evidence to believe alternative hypothesis, i.e. we have some evidence to believe that the work environment at MOT causes work stress, and it affects staff's performance.

The respondents' answers generally said that they suffer from work environment in the MOT. The researcher found this result presented that the MOT's staff have issue with the work environment, such as overcrowding of office with employees or citizens, and some of them suffer from unsuitability of furniture and resources for the nature of tasks or a lack in the required resources.

Therefore, the clear career path factor has effects on the MOT's staff performance. So, the MOT needs to improve the work environment, and found the suitable environment to improve staff's performance and productivity. This result showed that MOT is not a suitable and stable work environment.

H1-8   Technology

Table 39 showed that the Spearman's test value (0.221), and the Sig. value are lower than α ($p = 0.001 < \alpha = 0.05$), which presented the statistically significant relation between the technology and staff's performance, where appeared to be a strong positive correlation between technology and staff's performance.

Table 39 the Spearman's test for the Technology and staff's performance.

Fields	Spearman's rho	Sig. (2-tailed)
Technology	0.221*	0.001

* Correlation is significant at the 0.05 level (2-tailed).

From the result, we can reject the null hypothesis, and accept the alternative hypothesis, that there is a relationship between technology and staff's performance of the MOT. where the ($p = 0.001 < \alpha = 0.05$), we can say that we have very strong evidence to believe alternative hypothesis, i.e. we have some evidence to believe that technology at MOT causes work stress, and it affects staff's performance.

The respondents' answers generally said that they suffer from technology in the MOT. The researcher found this result presented that the MOT's staff have issue with the technology system, where many of them have issue with it such as transportation licensing program, professions transportation program, archive program, printer system, computer devices and others. Where the technical problems and slowest system caused stop transactions and increase pending tasks.

Therefore, the technology factor has effects on the MOT's staff performance. So, the MOT needs to improve the stable technology environment, and found the suitable training plan to improve staff's performance and productivity. This result showed that the MOT has not the suitable and stable Technology.

4.4.2 Second Hypotheses

The second hypotheses say, "**There is no relationship between external work stress and staff's performance**".

External work stress factor has clear effects on staff performance. This factor comes from outside work such as outside environment (economic, political and social), noise, relationships with others, family, home and other.

The null hypothesis assumes that no relationship between staff's performance and external work stress, but Table 40 showed that the Spearman's test (0.170), and the Sig. value are lower than α ($p = 0.011 < \alpha = 0.05$), which presented the statistically significant relation between the external work stress and staff's performance, there appears to be a strong positive correlation between the external work stress and staff's performance.

Table 40 the Spearman's test for the External stress and staff's performance.

Fields	Spearman's rho	Sig. (2-tailed)
External Stress	0.170*	0.011

* Correlation is significant at the 0.05 level (2-tailed).

From the result, we reject the null hypothesis, and accept the alternative hypothesis, that there is a relationship between external work stress and staff's performance of the MOT. where the ($p = 0.011 < \alpha = 0.05$), we can say that we have very strong evidence to believe alternative hypothesis, i.e. we have some evidence to believe that the external work stress causes work stress at MOT, and it affects staff's performance.

The respondents' answers generally said they suffer from the external work stress in the MOT. The researcher found this result presented that the MOT's staff have issue with the external work stress, where many of them have issue with it such as the salary which is not commensurate with the effort and it is low compared with privet sector salaries, also they are thinking about many of personal problems (social and economic...) during work.

Therefore, the external work stress factor has effects on the MOT's staff performance. And this is a normal result with human nature. The staff will be affected with their surrounding environment positively or negatively, which has a reflection on the staff's performance. So, the MOT needs to help staff to improve the staff to control their emotions. Also, help them to solve outside issue.

4.4.3 Third Hypotheses

The third hypotheses say, "**There is no relationship between work stress (internal and external work stress) and performance**".

The third hypothesis is to find the relationship between performance and work stress, both internal and external.

The null hypothesis assumed that there is no relationship between staff's performance and external work stress. Table 41 showed that the Spearman's test (0.205), and the Sig. value are lower than α (p = 0.002 < α =0.05), which presented the statistically significant relation between work stress and staff's performance, which showed a strong positive correlation between work stress and staff's performance.

Table 41 the Spearman's test for the Work stress and staff's performance.

Fields	Spearman's rho	Sig. (2-tailed)
Work stress "Internal and External work stress"	0.205*	0.002

* Correlation is significant at the 0.05 level (2-tailed).

From the result, we reject the null hypothesis. And accept the alternative hypothesis, that there is a relationship between work stress and staff's performance of the MOT. Where the ($p = 0.002 < \alpha = 0.05$), we can say that we have very strong evidence to believe alternative hypothesis, i.e. we have some evidence to believe that work stress is affected by staff's performance at MOT.

The respondents' answers generally said that they suffer from work stress in the MOT. The researcher found this result presented that the MOT's staff have issues with work stress. Therefore, work stress factor has effects on the MOT's staff performance. This normal result with human nature, consistent with expectations, human performance it hasn't fixed value all the times, it is affected by many surrounding environment factors, which may be caused by work stress.

Therefore, the MOT needs to help staff to improve the staff to control their work stress and try to reduce it. Also, help them to solve work stress issue.

4.4.4 Fourth Hypotheses

The fourth hypotheses say, "**There is difference about performance and work stress according to the demographic characteristics (gender, age, marital status, qualification, experience, position, work place.)**".

From this hypothesis, it could be easy extract these sub-hypotheses, each sub-hypothesis treats one demographic characteristics factors as mentioned below:

H4-1 There is difference in performance and work stress according to the Gender.

H4-2 There is difference about performance and work stress according to the age.

H4-3 There is difference about performance and work stress according to the marital status.

H4-4 There is difference about performance and work stress according to the Qualification.

H4-5 There is difference about performance and work stress according to the Experience.

H4-6 There is difference about performance and work stress according to the Position.

H4-7 There is difference about performance and work stress according to the work place.

H1-9 Gender.

The research sample included genders (males = 64.1% and females = 35.9%, see table 9), where we have two levels, t-test used. Table 42 showed the t-test value, which showed the t-test result of the difference in the mean average for genders.

Table 42 the t- test value - Gender

	Mean		Mean Difference	Sig. (2-tailed)	t-test
	Male	Female			
Workload	3.056	3.175	-0.119	0.415	-0.816
Work Environment	3.189	3.313	-0.124	0.344	-0.948
Role Conflict	2.979	3.050	-0.071	0.618	-0.500
Job Role Ambiguity	2.510	2.675	-0.165	0.225	-1.217
Unsuitable Role	3.119	3.488	-0.369	0.030*	-2.184
Career Path	3.664	3.950	-0.286	0.037*	-2.101
Technology	3.769	4.025	-0.256	0.069	-1.831
Evaluation	3.070	3.088	-0.018	0.890	-0.139
Internal Stress	3.238	3.350	-0.112	0.252	-1.149
External Stress	3.259	3.363	-0.104	0.424	-0.802
Performance	4.531	4.388	0.144	0.093	1.687
All terms	3.476	3.613	-0.137	0.147	-1.454

* Correlation is significant at the 0.05 level (2-tailed).

Therefore, this result presented that we failed to reject the null hypothesis for the whole research factors except the Unsuitable Role and Career Path factors, that no relationship between staff's performance and work stress according to the gender groups, there is no difference about performance and work stress factors according to the genders.

The Unsuitable Role and Career Path factors (t-test =-2.184 & -2.101) & (p =0.030 & 0.037 < 0.05) respectively have difference about performance and work stress according to the genders. The factor t-test results showed that the

statistically significant difference in the mean average between the male and female groups. So, we can reject the null hypothesis for these factors (Unsuitable Role and Career Path), that no relationship between staff's performance and work stress according to the genders, and accept the alternative hypothesis.

The mean average for female group was larger than male group (different mean = -0.369 & -0.286) respectively. The Unsuitable Role and Career Path factors cause work stress at MOT`s females staff more than males group. The females need to improve their performance and productivity.

H4-1 Age.

The one-way ANOVA used, where the research has four groups of age. Table 43 showed the ANOVA result of the difference in the mean average for age groups.

Table 43 the one-way ANOVA test value - Age.

	Mean					F	Sig. (2-tailed)
	30 or less	31-40 years	41-50 years	51-60 years	Total		
Workload	3.189	3.000	3.179	3.130	3.099	0.515	0.672
Work Environment	3.324	3.156	3.313	3.174	3.233	0.526	0.665
Role Conflict	3.027	2.927	3.060	3.130	3.004	0.373	0.773
Job Role Ambiguity	2.568	2.479	2.657	2.696	2.570	0.585	0.625
Unsuitable Role	3.351	3.302	3.030	3.522	3.251	1.257	0.290
Career Path	3.514	3.781	3.776	4.087	3.767	1.661	0.176
Technology	3.811	3.844	3.881	3.957	3.861	0.116	0.950
Evaluation	2.676	3.198	3.134	3.043	3.076	3.190	0.025*
Internal Stress	3.297	3.219	3.299	3.435	3.278	0.639	0.590
External Stress	3.108	3.333	3.313	3.391	3.296	0.645	0.587
Performance	4.405	4.406	4.612	4.522	4.480	1.728	0.162
All terms	3.459	3.458	3.642	3.565	3.525	1.121	0.341
N	37	96	67	23	223		

* Correlation is significant at the 0.05 level (2-tailed).

The one-way ANOVA test value presented that the statistically significant difference in the mean average between the age groups for evaluation factor. Sig. value is less than α (p= 0.025 < α =0.05), and the test result (3.190).

The evaluation factor is cause of work stress at MOT second age group staff (31-40 years) more than other groups. This group has the max mean with value (3.198).

The most of MOT's staff with the second age group (second age group is 43% of total research sample, see table 10) are looking to have best evaluation system and policies to get upgrading and promotion position more than other groups.

H4-2 The marital status.

The research sample included marital statuses (Single = 15.2% and Married = 84.8%, see table 11), where we have two level, t-test used. Table 44 showed the t- test value, which showed the t-test result of the difference in the mean average for marital status groups.

Table 44 the t - test value - marital status

	Mean		Mean Difference	Sig. (2-tailed)	t-test
	Single	Married			
Workload	3.059	3.106	-0.047	0.810	-0.241
Work Environment	3.265	3.228	0.037	0.831	0.213
Role Conflict	3.088	2.989	0.099	0.603	0.521
Job Role Ambiguity	2.647	2.556	0.092	0.614	0.506
Unsuitable Role	3.235	3.254	-0.019	0.935	-0.082
Career Path	3.735	3.772	-0.037	0.839	-0.203
Technology	3.794	3.873	-0.079	0.675	-0.420
Evaluation	3.118	3.069	0.049	0.773	0.289
Internal Stress	3.294	3.275	0.019	0.885	0.145
External Stress	3.206	3.312	-0.106	0.539	-0.615
Performance	4.471	4.481	-0.011	0.924	-0.095
All terms	3.559	3.519	0.040	0.750	0.319

* Correlation is significant at the 0.05 level (2-tailed).

The t- test value presented that no statistically significant difference in the mean average of all research fields where the Sig. value is larger than α (0.05) between the marital status groups.

Therefore, this result presented that we failed to reject the null hypothesis for all research factors, and there isn't a relationship between staff's performance and work stress according to the marital status groups, this means there is no difference in performance and work stress factors according to the marital status. The marital status groups of research sample were affected at the same level with work stress factors.

H4-3 Qualification.

The one-way ANOVA used, where research has six groups of Qualification. Table 45 showed the ANOVA result of the difference in the mean average for Qualification groups.

Table 45 the one-way ANOVA test value – Qualification

	Mean							F	Sig. (2-tailed)
	Tawjihi	Diploma	Bachelor	Master	PhD	Other	Total		
Workload	3.364	3.288	3.015	3.071	2.000	1.500	3.099	2.003	0.079
Work Environment	3.273	3.346	3.174	3.357	4.000	2.500	3.233	0.690	0.631
Role Conflict	3.000	3.019	2.970	3.286	4.000	2.500	3.004	0.533	0.751
Job Role Ambiguity	2.455	2.712	2.508	2.786	4.000	2.000	2.570	1.108	0.357
Unsuitable Role	3.091	3.308	3.197	3.571	5.000	4.000	3.251	0.904	0.479
Career Path	3.682	3.750	3.765	3.857	5.000	4.000	3.767	0.393	0.854
Technology	4.091	3.865	3.833	3.857	4.000	3.000	3.861	0.541	0.745
Evaluation	2.864	3.019	3.144	3.000	3.000	3.000	3.076	0.451	0.813
Internal Stress	3.227	3.327	3.265	3.286	4.000	3.000	3.278	0.354	0.879
External Stress	3.227	3.327	3.326	3.143	4.000	2.000	3.296	1.039	0.396
Performance	4.727	4.404	4.477	4.429	4.000	4.500	4.480	1.017	0.408
All terms	3.636	3.596	3.470	3.643	4.000	3.000	3.525	0.832	0.528
N	22	52	132	14	1	2	223		

* Correlation is significant at the 0.05 level (2-tailed).

The one-way ANOVA test value presented that no statistically significant difference in the mean average of all research fields where Sig. value is larger than α (0.05) between the qualification groups.

Therefore, this result presented that the Qualification groups of staff were affected at the same level by the work stress factors, and we failed to reject the null hypothesis for all research fields. There is difference about performance and the work stress factor according to the qualification groups. The researcher found this result as a kind of work in the service ministry such as MOT which needs different level of qualifications to cover all work position needs. Moreover, the qualification groups had agreed with work stress factors.

H4-4 Experience.

The one-way ANOVA used, where research has five groups of Experience. Table 46 showed the ANOVA result of the difference in the mean average for Experience groups.

Table 46 the one-way ANOVA test value – Experience

	Mean						F	Sig. (2-tailed)
	3 or less	4 - 8 year	9-13 year	14-19 year	20 or more	Total		
Workload	3.056	3.145	2.976	3.132	3.125	3.099	0.201	0.938
Work Environment	3.111	3.200	3.310	3.250	3.219	3.233	0.170	0.954
Role Conflict	3.000	2.945	3.095	2.987	3.031	3.004	0.139	0.967
Job Role Ambiguity	2.444	2.491	2.595	2.566	2.750	2.570	0.446	0.775
Unsuitable Role	3.111	3.455	3.119	3.237	3.188	3.251	0.585	0.674
Career Path	3.278	3.909	3.619	3.776	3.969	3.767	2.021	0.093
Technology	3.500	4.055	3.786	3.724	4.156	3.861	2.239	0.066
Evaluation	2.833	3.200	3.119	3.158	2.750	3.076	1.827	0.125
Internal Stress	3.111	3.291	3.262	3.316	3.281	3.278	0.318	0.866
External Stress	2.833	3.436	3.095	3.329	3.500	3.296	2.403	0.051
Performance	4.278	4.418	4.524	4.566	4.438	4.480	1.092	0.361
All terms	3.278	3.564	3.476	3.513	3.688	3.525	1.171	0.324
N	18	55	42	76	32	223		

* Correlation is significant at the 0.05 level (2-tailed).

The one-way ANOVA test value presented that no statistically significant difference in the mean average of all research fields where Sig. value is larger than α (0.05) among the experience groups.

Therefore, this result presented that the Experience groups of staff were affected at the same level by work stress factors, and we failed to reject the null hypothesis for all research fields. There is no difference about performance and work stress factors according to the experience groups.

The researcher has found this result as a kind of work in the government such as MOT, the work stress in general depends on the responsibility and duties for the employee, so the government experience doesn't affect work stress factors.

H4-5 Position.

The one-way ANOVA used, where the research has four groups of Position. Table 47 showed the ANOVA result of the difference in the mean average for Position groups.

Table 47 the one-way ANOVA test value – Position

	Mean					F	Sig. (2-tailed)
	employee	Head of the Department	Manager	General Manager	Total		
Workload	3.164	3.215	2.986	2.786	3.099	1.064	0.365
Work Environment	3.274	3.262	3.225	2.929	3.233	0.560	0.642
Role Conflict	3.014	2.985	3.014	3.000	3.004	0.012	0.998
Job Role Ambiguity	2.575	2.569	2.521	2.786	2.570	0.289	0.833
Unsuitable Role	3.425	3.462	3.014	2.571	3.251	3.607	0.014*
Career Path	3.699	4.046	3.620	3.571	3.767	2.646	0.050*
Technology	3.822	4.077	3.761	3.571	3.861	1.672	0.174
Evaluation	2.904	3.200	3.169	2.929	3.076	1.675	0.173
Internal Stress	3.301	3.323	3.268	3.000	3.278	0.857	0.464
External Stress	3.260	3.431	3.239	3.143	3.296	0.708	0.548
Performance	4.479	4.523	4.465	4.357	4.480	0.305	0.822
All terms	3.534	3.600	3.493	3.286	3.525	0.906	0.439
N	73	65	71	14	223		

* Correlation is significant at the 0.05 level (2-tailed).

Therefore, this result presented that we failed to reject the null hypothesis for whole research factors except the Unsuitable Role and Career Path factors, that no statistically significant difference in the mean average for whole factors.

The Unsuitable Role and Career Path factors (test result =3.607 and 2.646) & (p =0.014 and 0.050 < α =0.05) respectively test results showed statistically significant difference in the mean average between position groups. So, we can reject the null hypothesis for these factors (Unsuitable Role and Career Path), that relationship between staff's performance and work stress according to the position group, and accept the alternative hypothesis.

The mean average for the second position group (Head of the Department) was larger than other position groups (3.462 and 4.046) respectively. The Unsuitable Role and Career Path factors cause work stress at MOT`s second staff group more than other groups. The second group needs to improve their performance and productivity.

The researcher found that the staff with this position group (Head of the Department) was at the first level of responsible and accountable after the employee and before the manager groups.

H4-6 The work place.

The research sample distributed in Work Place groups (Ministry = 47.5 % and Directorate = 52.5 %, see table 15), where we have two levels, t-test used. Table 48 showed the t- test value, which showed the t-test result of the difference in the mean average for Work Place groups.

Table 48 the t - test value - Work Place

	Mean		Mean Difference	Sig. (2-tailed)	t-test
	Ministry	Directorate			
Workload	3.009	3.179	-0.170	0.225	-1.216
Work Environment	3.226	3.239	-0.013	0.918	-0.103
Role Conflict	2.934	3.068	-0.134	0.325	-0.987
Job Role Ambiguity	2.538	2.598	-0.061	0.642	-0.465
Unsuitable Role	3.179	3.316	-0.137	0.403	-0.837
Career Path	3.613	3.906	-0.293	0.026*	-2.245
Technology	3.802	3.915	-0.113	0.405	-0.834
Evaluation	3.038	3.111	-0.073	0.546	-0.604
Internal Stress	3.208	3.342	-0.134	0.153	-1.435
External Stress	3.189	3.393	-0.204	0.100	-1.653
Performance	4.387	4.564	-0.177	0.031*	-2.172
All terms	3.443	3.598	-0.155	0.088	-1.715

* Correlation is significant at the 0.05 level (2-tailed).

Therefore, this result presented that we failed to reject the null hypothesis for whole research factors except the Career Path and Performance factors, that no statistically significant difference in the mean average for whole factors. The Career Path and Performance factors (test result =-2.245 and -2.172) & (p =0.026 and 0.031 < α =0.05) respectively test results showed statistically significant difference in the mean average between work place groups. So, we can reject the null hypothesis for these factors (Career Path and Performance), that relationship between staff's performance and work stress according to the work place group, and accept the alternative hypothesis.

The mean average for the Directorate group was larger than other work place groups (3.906 and 4.564) respectively. The Career Path and Performance factors cause work stress at MOT`s Directorate staff group more than Ministry group.

The Directorate staff group work directly with the citizens more than another group. So, they need to be improved them performance and productivity.

4.5   The Results Discussion

The main purpose of this research was to assess the impact of work stress on the staff performance in the Palestinian MOT in West Bank. So, this research studied the relation between work stress and staff's performance in the MOT. Based on analyzing the research data, the researcher found that the value of statistics presented a strong positive and significant impact between work stress and staff's performance. This result showed that work stress affected staff's performance at MOT This is a normal result according to the nature of human beings and it agreed with the expectations. Moreover, human performance doesn't have fixed value in all the cases all the times, it is affected with many surrounding environmental factors, which may cause work stress. This result agreed with most previous researches such as Gharib et. al., (2016); Gichinga et. at., (2015); Banat & Bahar, (2009); Mouasher & AlMugrabi, (2009), Rubina et. al., (2008) and Judah et. al., (2003).

Also, the researcher found that there were Internal work stress factors (performance evaluation, career path, work environment and technology) and external work stress factors that had a significant effect. While the other factors (workload, role conflict, job role ambiguity and unsuitable role) were found to have insignificant effect.

The researcher found that the value of statistics presented a very weak positive and significant impact between the factors (workload, role conflict,

job role ambiguity and unsuitable role) and staff's performance. This result showed that these levels of factors at MOT staff were medium and within normal and accepted rates. This result agreed with the previous research for Gharib et. al., (2016); Gichinga et. at., (2015); Banat & Bahar, (2009) and Mouasher & AlMugrabi, (2009), and it disagreed with the research of Mansour & Elmorsey (2016), and Swee (2007).

However, the researcher found that the value of statistics presented a strong positive and significant impact between these factors (performance evaluation, career path, work environment, technology and external work stress) and staff's performance. This result showed that these factors at MOT caused work stress, and it affected staff's performance. This result agreed with the previous research for Banat & Bahar, (2009); Mouasher & AlMugrabi, (2009); Rubina et. al., (2008) and Judah et. al., (2003).

According to many researchers (Tsaur & Tang, 2012; Khan & Imtiaz, 2012; Munir, 2011 and Rubina et. al., 2008) the stress levels based on demographic characteristics for the individuals. The research found that the factors (Unsuitable Role and Career Path) caused work stress at females group and (Head of the Department) `s group more than other groups. Also, the evaluation factor caused work stress at second age group (31-40 years), and the Career Path and Performance factors caused work stress at Directorate`s group more than Ministry`s group. This result agreed with the Mansour & Elmorsey (2016), research and Banat & Bahar (2009). While the marital status, the Qualification and the Experience groups of research sample were affected at the same level with work stress factors.

Chapter Five

The Conclusions and Recommendations

5.1   Overview

The research aimed to assess the impact of work stress on the performance of the Palestinian MOT's Staff in West Bank, where the researcher has studied the work stress factors in the MOT's work environment. The researcher has focused more in the internal work stress factors, which divided to role conflict, workload, job role ambiguity, performance evaluation, career path, work environment, technology, and unsuitable role, while the external work stress factors have been studied as one factor.

5.2   The Results and Summary

The research has shown that the MOT's staff had suffering from internal and external work stress factors, and the work stress affect staff's performance. The next paragraphs will discuss the research fields and its effect.

The MOT's staff are suffering from some internal work stress factors, which are the career path, the performance evaluation, the work environment and the Technology, where the results showed that there is statistically significant relation between these internal work stress factors and the performance. In addition, we can reject the null hypothesis for these internal factors.

On other hand, the MOT's staff aren't suffering from the other internal work stress factors which are the role conflict, the job role ambiguity, the workload, and the unsuitable role, where were the results showed that no

statistically significant relation between these internal work stress factors and the performance. In addition, we failed to reject the null hypothesis for these internal factors.

These results have reflected on the MOT's future strategic plans to take into consideration that: -

✓ The MOT has to find the suitable performance evaluation policies, procedures and role. Where the MOT's staff are suffering from performance evaluation system. Many of them are not understand performance evaluation system, or they are not find performance evaluation system had clear procedures or policies. Also, they have seen the performance evaluation having lack scientific basis, and values for management. The performance evaluation results haven't had relation to stimulating material or moral and haven't had appreciation of management, to promotion the staff. In addition, some of the managers don't write fair performance evaluation values for staff.

✓ The MOT has to find the suitable career path procedures, policies and role. Where the MOT's staff agree that there is no clear way to improve the career path. They see that the vacancies occupy based on availability of vacant and through recommendations. Moreover, they are complaining that the upgrade opportunities and bonus are not distributed based on fair foundations. The MOT needs to provide training plans and find a clear policies, procedures and role to improve staff efficiency, skills, and experience to improve career path.

✓ The MOT needs to improve the suitable and stable work environment condition. Where the MOT's staff suffer from office area, light, heating and cooling system, noise, overcrowding, furniture and resources and from many of the instructions and sudden decisions during the work.

✓ The MOT needs to improve the suitable and stable technology environment and up to date. Where MOT's staff are looking to have staple technology environment without down time or slowest to decrease the waiting time to do the tasks, and seeking to have developed plans for technology software, devices, and training courses to improve about technology skills.

✓ The MOT needs to keep and improve the staff qualifications, capabilities, body and mental energy.

✓ The staff needs more knowledge and skills, and clear way to distribute tasks and responsibilities, the current knowledge is not enough to do all the tasks.

✓ The staff needs more clarity of powers and responsibilities incumbent upon them, and the nature of their tasks to know the right policies and procedures to do tasks.

✓ The MOT needs to use all energy and abilities of staff, by giving staff chance to have more responsibilities suitable with their skills, and abilities.

In addition, the MOT's staff are suffering from the external work stress factors, such as they are suffering from the salary, expensive living, health insurance, citizens' mess and rapidity nervous also they lack information

about ministry instruction and policies. In addition, they are thinking about many other personal problems (social and economic...) during the work.

The results showed that there is statistically significant relation between external work stress and staff performance. Therefore, we can reject the null hypothesis. The MOT needs to support and help the staff to avoid and isolate the external environment from the work environment to improve performance and reduce external work stress effects.

In general, the results presented that there is statistically significant relation between the works stress (internal and external work stress) and staff performance. The staff performance affected with the surrounded environment factors. The MOT need to improve the staff efficiency, skills, and experience.

Based on the demographic characteristics the research notes that

✓ The male is suffering from work stress more than female. The female in the ministry agree with that the government work condition provides best work conditions than private sector, which is not for male.

✓ The age group (31-40 years) have suffered from the performance evaluation system policies and procedures. Which isn't the same for other age groups.

✓ The marital status groups of MOT's staff showed that they in general agreed with MOT's policies and procedures. Which meet the staff's needs and wants. In addition, the administrations do not differentiate in transaction based on marital status.

✓ The MOT as services ministry has wide level of qualifications to cover all ministry position. On other hand this diversity increases work stress in lower qualifications.

✓ The MOT's staff performance hasn't suffered from experiences, where the work stress depends on the responsibility and duties.

✓ The position group 'Head of the Department' suffered with the unsuitable role and career path factors more than other position groups.

✓ The work place group "Directorate" suffered from work stress more than work place groups. Where they work directly with the citizens more than the ministry.

5.3   Recommendations

From the results, researcher concludes that the research recommendations are

- The MOT needs to improve the work environment and conditions (offices, equipment and tools).

- The MOT needs to improve the performance evaluation system, and the evaluation procedures, by designing work tasks, so that staff can take decisions, responsibility.

- The MOT should convene training courses to improve knowledge and information about MOT's work procedures and policies and to have clear job tasks and clear rules and procedures governing the work, also to define responsibilities and accountabilities

- The MOT needs clear way to improve career path.

- The MOT needs to improve the technology environment and conditions (hardware, software, and training skills). Periodically training courses

for internal systems and applications for all MOT's staff, in order to improve and increase staff experience in using technology.

- The MOT needs to increase communication between staff members, by educate staff on communication methods (text messages, emails ...), Commit staff to teamwork to foster relationships between staff members that make communication easier, and schedule regular staff meetings (Synerion, 2016).

5.4   Research Contribution

The research results are very useful for other researchers and for those who interested in government staff performance such as academics, ministries, ministers, agents, staff, donors and planning and development departments. In addition, it is one of the important inputs for the plans and strategic plans for MOT and for other ministries generally. In addition, it will help MOT and other ministries in order to identify staff rights, duties and responsibilities. Where it will enhance staff performance and reduce work stress.

It is a rare research in Palestine, which focus in studying the work stress in MOT, which affects the performance.

5.5   Future Research

This research has studied assessing the impact of work stress in MOT, this research has pointed out several of future research which discuss the work stress in Palestinian government or private sectors such as:

a) The future research can discuss the assessing the impact of work stress on the performance of Palestinian government sector in general.

b) In addition, it can discuss work stress and its relation with work satisfaction, salary, leave work, early retirement and corruption among staff in the government sector.

c) Identifying staff factors that could help explaining the impact and response of work stress.

d) It can study the factors that can reduce the work stress.

e) Investigating the impact of management policies and procedures on work stress.

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Appendices

Appendix A

بسم الله الرحمن الرحيم

An-Najah National
University

رقم الاستبانة: ....

تاريخ التعبئة...............................

السلام عليكم ورحمة الله وبركاته

يسرني أن أقدم هذه الاستبانة والتي تستهدف الحصول على بعض البيانات التي تخدم مباشرة أهداف البحث العلمي، الذي أقوم بإعداده حول موضوع " **تقييم أثر ضغوط العمل على أداء الموظفين في وزارة النقل والمواصلات الفلسطينية في الضفة الغربية**".

حيث تهدف هذه الدراسة الى معرفة أثر ضغوط العمل على أداء الموظفين في وزارة النقل والمواصلات الفلسطينية في الضفة الغربية، وذلك استكمالاً لمتطلبات الحصول على درجة الماجستير في الإدارة الهندسية من جامعة النجاح الوطنية، وتحت إشراف الدكتور يحيى صالح.

وعليه ارجو التكرم بالإجابة على فقرات الاستبانة بما ترونه مناسباً، مع التأكيد على أن جميع البيانات التي يتم جمعها ستستخدم لأغراض البحث العلمي **فقط** وستعامل بسرية تامة.

إذا كان لديكم أي استفسار أو ملاحظات بخصوص الدراسة أو البحث يرجى الاتصال على رقم الباحث 0592090779.

وشكرا لحسن تعاونكم،

الباحث

م. مهران ابراهيم قوزح

مهندس حاسوب / الإدارة العامة للحاسوب

المعلومات الشخصية

الرجاء وضع إشارة (√) المكان المخصص:

الجنس □ ذكر □ أنثى

العمر □ 30 سنة او اقل □ 31-40 سنة □ 41-50 سنة □ 51-60 سنة □ 61 سنة او أكثر

الحالة الاجتماعية □ متزوج □ أعزب □ مطلق □ أرمل

المستوى التعليمي □ الثانوية العامة □ دبلوم □ بكالوريوس □ ماجستير □ دكتوراه □ غير ذلك

سنوات الخبرة □ 3 سنة او أقل □ 4-8 سنة □ 9-13 سنة □ 14-19 سنة □ 20 سنة فأكثر

المسمى الوظيفي □ موظف □ رئيس قسم □ مدير دائرة □ مدير عام □ مساعد وكيل فأعلى

مقر العمل □ الوزارة □ مديرية "اذكر المديرية ...."

	الرقم	ضغوط العمل الداخلية	موافق بشدة	موافق	محايد	معارض	معارض بشدة
عبء العمل "حجم العمل"	1	الأعمال الموكلة لي فوق طاقتي الجسدية والذهنية					
	2	طبيعة الأعمال الموكلة لي تحتاج لوقت أكثر من الوقت المحدد لإنجازها					
	3	كثرة الأعمال تصيبني بالتوتر والعصبية					
	4	أشعر بالتعب والإرهاق لكثرة المهام والأعمال الموكلة لي أثناء العمل					
	5	أعاني كثرة النسيان وعدم القدرة على التركيز					
	6	يتطلب عملي درجة عالية من التركيز والانتباه					
	7	أشعر بالملل من تكرار نفس المهام يومياً					
بيئة العمل	1	الإنارة في بيئة العمل رديئة تؤثر على تركيزي					
	2	أعاني من التشويش والضوضاء في بيئة العمل					
	3	مساحة الغرفة لا تتناسب مع عدد الموظفين العاملين بها					
	4	أعاني من ازدحام المكان بالمراجعين					
	5	نظام التهوية غير فعال					
	6	كثيرا ما يتوقف العمل بسبب نقص في الاحتياجات المطلوبة لإنجازه					
	7	عدم ملاءمة الأثاث والتجهيزات لطبيعة العمل الموكل إلي					
	8	أعاني من كثرة التعليمات والقرارات المفاجئة والمستمرة في العمل					
	9	أعاني من سوء ترتيب وتنظيم الآلات والأثاث					

						النص	#	
						نظام التدفئة والتبريد غير فعال	10	
						يوجد خلاف مستمر مع الإدارات العليا نتيجة عدم القيام بإجراءات تتناسب مع ميولها وقناعاتها	11	
						العلاقات الشخصية والتنظيمية تحكم رضا المسؤولين عني	12	
						يوجد تمييز في الوزارة على أساس الجنس (ذكر / انثى)	13	
						يطلب مني القيام بأعمال تتناقض مع القيم والمبادئ العامة " القانون"	1	صراع الدور
						أعاني من كثرة التدخلات من الأخرين بعملي مما يؤثر على أدائي	2	
						يطلب مني تنفيذ أعمال متعددة ومتناقضة من عدة جهات	3	
						أتعامل مع أكثر من دائرة يوجد اختلاف بينها في الصلاحيات والمهام	4	
						يتدخل مديري المباشر بعملي بشكل كبير	5	
						احتاج لمعارف ومهارات لإتمام بعض المهام	6	
						توزيع العمل بين العاملين لا يتسم بالعدالة في الدائرة الواحدة	7	
						عدم وضوح الصلاحيات والمسؤوليات الملقاة على عاتقي	1	غموض الدور
						عدم وضوح طبيعة العمل الذي أقوم به	2	
						لا يوجد رئيس مباشر يمكن الرجوع إليه عند الحاجة	3	
						عدم وضوح القرارات والتعليمات وإجراءات الأعمال الموكلة إلي	4	
						لا أعرف مدى مساهمة عملي في تحقيق أهداف الوزارة	5	
						لا أعرف الطريقة السليمة لأداء المطلوب مني	6	
						لا يتفهم المدراء العامون طبيعة عملي	7	
						لا يتم منحي فرصة لتحمل مسئوليات تتناسب مع قدراتي	1	عدم ملائمة الدور
						الوظيفة الحالية لا تتناسب مع مؤهلاتي ومهاراتي	2	
						أشعر بأنني في المكان غير المناسب	3	
						أمتلك طاقة لا يتم الاستفادة منها	4	
						لا يوجد نظام واضح للترقية في الوزارة	1	المسار الوظيفي
						لم اكتسب مهارات جديدة خلال عملي الحالي	2	
						اتلقى النقد على أساس انه استهانة بقدراتي	3	
						لا يوجد برنامج تدريب لرفع كفاءتي للقيام بواجباتي بدقة	4	
						أعمل في وظيفة لا تناسب طموحاتي وأهدافي	5	
						فرص الترقية لا تمنح على أسس عادلة	6	
						المكافأة لا تمنح على أسس واضحة	7	
						ترتبط فرصة الارتقاء بالشواغر وليس بالكفاءة	8	

						أقبل أي عمل أكلف به لإرضاء مسؤولي	9	
						بسبب خلل فني في البرامج تتعطل المعاملات وتكثر المشاكل	1	التكنولوجيا
						يسبب بطء الأجهزة تعطل العمل وزيادة وقت انتظار المراجعين	2	
						لا يتم عمل تطوير وتحديث للأجهزة والبرامج بشكل مستمر	3	
						لا يتم تدريبي على الأجهزة والبرامج المتطورة لتسهيل عملي	4	
						عدم مواكبة التطور التكنولوجي داخل الوزارة	5	
						يتم تقييم الأداء على أسس علمية واضحة	1	تقييم الأداء
						يمنحني رئيسي المباشر ما أستحق من درجات	2	
						أشعر بان للتقييم قيمة واضحة عند الإدارة العليا	3	
						نتائج التقييم غير مرتبطة بتحفيز مادي او معنوي	4	
						اشعر بان عملي لا يلقى التقدير الكافي من الإدارة	5	
						أفكر كثيرًا بمشكلاتي الشخصية (اجتماعية واقتصادية ...) خلال العمل	1	ضغوط العمل الخارجية
						همتي للعمل تختلف يوم استلام الراتب إيجابياً	2	
						عدم تفهم المراجعين للقوانين والأنظمة يولد خلافاً مع الموظفين ويشكل ضغطاً على الموظفين	3	
						أعاني من عدم انتظام المراجعين وسرعة انفعالهم	4	
						قلة الراتب مقارنة مع القطاع الخاص تولد ضغطا لدي	5	
						عملي في الوظيفة يؤثر على التزاماتي العائلية	6	
						العائد المادي لا يتناسب مع الجهد المبذول	7	
						عدم دفع غلاء معيشة مناسب وكافي يولد ضغطا لدي	8	
						عائلتي غير راضية عن مجال عملي	9	
						أعاني من مشاكل عائلية بسبب الدوام	10	
						التأمين الصحي لا يلبي الاحتياجات للموظف	11	
						ابذل جهداً عاليا في العمل	1	الأداء الوظيفي
						أنفذ الأعمال بكفاءة عالية	2	
						أرى فعاليتي بالعمل عالية (أعمل الشيء الصحيح)	3	
						أرى كفاءتي للعمل عالية (أعمل الأشياء بشكل الصحيح)	4	
						التزم بتنفيذ الواجبات والتعليمات المنظمة لعملي	5	
						أراعي التوقيت المطلوب لإتمام أعمالي المكلف بها	6	
						أحرص على تحسين مستوى ادائي	7	
						أشارك مع فريق العمل في إنجاز الأعمال	8	
						أواجه مشكلات تعيق أدائي الوظيفي	9	

					أتعامل مع مشكلات المراجعين بجدية وأحاول حلها	10	
					أهتم بالمظهر العام امام المراجعين	11	
					ألتزم بأوقات الدوام الرسمي	12	
					ألتزم بأنظمة العمل	13	
					لدي القدرة على التكيف وإنجاز الأعمال في الحالات الطارئة	14	
					أعتمد على الذات في تنفيذ العمل	15	
					لدي القدرة على الحوار وإدارة النقاش والتواصل مع الزملاء	16	
					أقيم أدائي بالعمل مقارنة مع زملائي بنفس الدائرة بأنه الأفضل	17	

وشكرا لحسن تعاونكم

Appendix B

Tables

Table 49 the workload statements correlation coefficients

The Workload statements	Pearson Correlation	Sig. (2-tailed)
My tasks are over my body and mental energy	0.70	0.00
The nature of my tasks requires extra time more than the plan	0.70	0.00
I feel nervous because of the number of tasks that I have to do	0.77	0.00
I feel tired and fatigue because of the heavy load of my tasks	0.74	0.00
I suffer from a lot of forgetting and inability to focus during the work	0.65	0.00
My tasks need a lot of focus	0.38	0.00
I feel bored because of repeating the same tasks every day	0.45	0.00

Table 50 the work environment statements correlation coefficients

Work Environment statements	Pearson Correlation	Sig. (2-tailed)
The light of the office is bad for my focus and attention	0.65	0.00
I suffer from the noise at the workplace	0.64	0.00
I suffer from overcrowding of my office	0.51	0.00
I suffer from overcrowding of citizen in my office	0.49	0.00
The ventilation system is inactive	0.66	0.00
I suffer from work breakdown because of a lack in the required resources.	0.59	0.00
I suffer from unsuitability of furniture and resources for the nature of my tasks	0.70	0.00
I suffer from many of the instructions and sudden decisions during the work	0.56	0.00
I suffer from disorder and disorganized machines and furniture	0.67	0.00
Heating and cooling system is insufficient	0.54	0.00
There is continued disputes with the other departments if the tasks was done without their procedures, wishes and convictions	0.50	0.00
My personal and organizational relationships depend on my manager satisfactions	0.46	0.00
There is a discrimination in the ministry according to the gender	0.47	0.00

Table 51 the role conflict statements correlation coefficients

Role Conflict statements	Pearson Correlation	Sig. (2-tailed)
Sometimes, asked me to do tasks against values and the general principles of the law	0.57	0.00
I suffer from frequent interventions from others during my tasks with affects my performance	0.72	0.00
Sometimes, asked me to perform multiple and contradictory acts	0.74	0.00
I deal with multi departments; there is a difference between them in the responsibilities and requirements	0.59	0.00
My line manager intervenes with my tasks and responsibilities dramatically	0.71	0.00
I feel that I need more knowledge and skills to complete tasks	0.54	0.00
I feel that distribution of department tasks and responsibilities are not fair	0.61	0.00

Table 52 the job role ambiguity statements correlation coefficients

Job Role Ambiguity statements	Pearson Correlation	Sig. (2-tailed)
I suffer from a clarity lack of the powers and responsibilities incumbent upon me	0.57	0.00
I suffer from a clarity lack of the nature of my tasks	0.66	0.00
There is no direct manager could be refer to him when needed	0.68	0.00
I feel that a clarity lack of the instructions, policies and procedures for my tasks	0.77	0.00
I do not know the extent of my tasks contribution in ministry objectives	0.67	0.00
I do not know the right policies and procedures to do my tasks	0.73	0.00
I suffer from managers whom are not understand my responsibilities and rules	0.63	0.00

Table 53 the unsuitable role statements correlation coefficients

Unsuitable Role statements	Pearson Correlation	Sig. (2-tailed)
I feel that I do not have chance to have responsibilities suitable with my skills, and abilities	0.71	0.00
The current position does not suitable with my qualifications, skills, and abilities	0.84	0.00
I feel that I am not in the correct position	0.85	0.00
I have energy and abilities is untapped	0.63	0.00

Table 54 the career path statements correlation coefficients

Career Path statements	Pearson Correlation	Sig. (2-tailed)
There is no clear system for performance evaluation in the ministry	0.65	0.00
I feel that additional value to my skills during my current work	0.59	0.00
I feel that criticisms are disparage of my efficiency and my skill	0.54	0.00
There is no training plan to improve my efficiency to do my tasks	0.72	0.00
My position is not suitable with my goals and my ambitions	0.65	0.00
The upgrade opportunities are not distributed based on fair foundations	0.72	0.00
The bonus are not distributed based on clear foundations	0.68	0.00
The vacancies occupy based on availability and not based on efficient	0.69	0.00
I accept tasks to satisfy my officials	0.52	0.00

Table 55 the technology statements correlation coefficients

Technology statements	Pearson Correlation	Sig. (2-tailed)
The technical problems causes stop transactions and increase pending tasks	0.69	0.00
The technology slowest, lead to breakdown work and increase waiting time for reviewers	0.71	0.00
No developing plan for technology software and devices	0.80	0.00
No training plan to use new or developed software and devices	0.76	0.00
No plan to keep up development technology equipment	0.74	0.00

Table 56 the performance evaluation statements correlation coefficients

Performance Evaluation statements	Pearson Correlation	Sig. (2-tailed)
The performance evaluation is a clear scientific basis	0.56	0.00
My manager give me the fair performance evaluation values	0.62	0.00
I feel that the performance evaluation have a clear values for management	0.67	0.00
The performance evaluation results is not related to stimulating material or moral	0.58	0.00
I feel my work does not appreciation of management	0.35	0.00

Table 57 the internal work stress fields' correlation coefficients

Internal Stress fields	Pearson Correlation	Sig. (2-tailed)
Workload	0.49	0.00
Work Environment	0.64	0.00
Role Conflict	0.68	0.00
Job Role Ambiguity	0.62	0.00
Unsuitable Role	0.53	0.00
Career Path	0.63	0.00
Technology	0.56	0.00
Evaluation	0.04	0.51

Table 58 the external stress statements correlation coefficients

External Stress statements	Pearson Correlation	Sig. (2-tailed)
I'm thinking about many of my personal problems (social and economic...) during work	0.50	0.00
My mettle to work different positively when receipt the salary	0.47	0.00
Lack of citizens' information about the procedures and policies causes problems with staff and increase the stress on the staff	0.52	0.00
I suffer from citizen's mess and rapidity nervous	0.53	0.00
I suffer from my salary compared with privet sector salaries	0.68	0.00
I feel that my work affect my obligations family	0.59	0.00
I feel that the salary is not commensurate with the effort	0.62	0.00
I suffer from expensive living because nonpayment enough amount	0.66	0.00
My family is not satisfied with my position	0.51	0.00
I suffer from some family's issues because of work time	0.52	0.00
Health insurance does not meet my needs	0.59	0.00

Table 59 the performance statements correlation coefficients

Performance statements	Pearson Correlation	Sig. (2-tailed)
I do high effort at work	0.49	0.00
I do my tasks with high efficiently	0.67	0.00
I feel my effectiveness is high (I do the right things)	0.67	0.00
I feel my efficiency is high (I do the things right)	0.69	0.00
I abide to follow instructions, policies and procedures to do my tasks	0.64	0.00
I do my tasks during the required time	0.69	0.00
I Interest to improve my performance	0.73	0.00
I share teamwork to do the tasks	0.50	0.00
I face problems affect my performance	0.32	0.00
I deal with citizens issues seriously and work to solve it	0.55	0.00
I care with public appearance front the citizens	0.63	0.00
I abide with working times	0.77	0.00
I abide with working systems	0.75	0.00
I have ability to adaptation and complete my tasks in emergency cases	0.77	0.00
I rely on the self to do the tasks	0.64	0.00
I have ability to dialogue and the management discussion and networking with colleagues	0.72	0.00
I evaluate my performance compared with my office colleagues is the best	0.48	0.00

Table 60 Normality test values of the workload field's statements

Tests of Normality	Statistic	Sig.	Result
My tasks are over my body and mental energy	0.223	0.00	Normal
The nature of my tasks requires extra time more than the plan	0.225	0.00	Normal
I feel nervous because of the number of tasks that I have to do	0.238	0.00	Normal
I feel tired and fatigue because of the heavy load of my tasks	0.228	0.00	Normal
I suffer from a lot of forgetting and inability to focus during the work	0.273	0.00	Normal
My tasks need a lot of focus	0.294	0.00	Normal
I feel bored because of repeating the same tasks every day	0.197	0.00	Normal
Workload	0.183	0.00	Normal

Table 61 Normality test values of the work environment fields statements

Tests of Normality	Statistic	Sig.	Result
The light of the office is bad for my focus and attention	0.216	0.00	Normal
I suffer from the noise at the workplace	0.238	0.00	Normal
I suffer from overcrowding of my office	0.207	0.00	Normal
I suffer from overcrowding of citizen in my office	0.203	0.00	Normal
The ventilation system is inactive	0.279	0.00	Normal
I suffer from work breakdown because of a lack in the required resources.	0.253	0.00	Normal
I suffer from unsuitability of furniture and resources for the nature of my tasks	0.191	0.00	Normal
I suffer from many of the instructions and sudden decisions during the work	0.235	0.00	Normal
I suffer from disorder and disorganized machines and furniture	0.226	0.00	Normal
Heating and cooling system is insufficient	0.282	0.00	Normal
There is continued disputes with the other departments if the tasks was done without their procedures, wishes and convictions	0.176	0.00	Normal
My personal and organizational relationships depend on my manager satisfactions	0.194	0.00	Normal
There is a discrimination in the ministry according to the gender	0.158	0.00	Normal
Work Environment	0.231	0.00	Normal

Table 62 Normality tests of Role Conflict field statements

Tests of Normality	Statistic	Sig.	Result
Sometimes, asked me to do tasks against values and the general principles of the law	0.265	0.00	Normal
I suffer from frequent interventions from others during my tasks with affects my performance	0.204	0.00	Normal
Sometimes, asked me to perform multiple and contradictory acts	0.237	0.00	Normal
I deal with multi departments; there is a difference between them in the responsibilities and requirements	0.262	0.00	Normal
My line manager intervenes with my tasks and responsibilities dramatically	0.190	0.00	Normal
I feel that I need more knowledge and skills to complete tasks	0.219	0.00	Normal
I feel that distribution of department tasks and responsibilities are not fair	0.210	0.00	Normal
Role Conflict	0.175	0.00	

Table 63 Normality tests of Job Role Ambiguity field statements

Tests of Normality	Statistic	Sig.	Result
I suffer from a clarity lack of the powers and responsibilities incumbent upon me	0.200	0.00	Normal
I suffer from a clarity lack of the nature of my tasks	0.246	0.00	Normal
There is no direct manager could be refer to him when needed	0.293	0.00	Normal
I feel that a clarity lack of the instructions, policies and procedures for my tasks	0.278	0.00	Normal
I do not know the extent of my tasks contribution in ministry objectives	0.211	0.00	Normal
I do not know the right policies and procedures to do my tasks	0.291	0.00	Normal
I suffer from managers whom are not understand my responsibilities and rules	0.222	0.00	Normal
Job Role Ambiguity	0.242	0.00	

Table 64 Normality tests of Unsuitable Role field statements

Tests of Normality	Statistic	Sig.	Result
I feel that I do not have chance to have responsibilities suitable with my skills, and abilities	0.190	0.00	Normal
The current position does not suitable with my qualifications, skills, and abilities	0.205	0.00	Normal
I feel that I am not in the correct position	0.213	0.00	Normal
I have energy and abilities is untapped	0.247	0.00	Normal
Unsuitable Role	0.161	0.00	Normal

Table 65 Normality tests of Career Path field statements

Tests of Normality	Statistic	Sig.	Result
There is no clear system for performance evaluation in the ministry	0.252	0.00	Normal
I feel that additional value to my skills during my current work	0.203	0.00	Normal
I feel that criticisms are disparage of my efficiency and my skill	0.202	0.00	Normal
There is no training plan to improve my efficiency to do my tasks	0.243	0.00	Normal
My position is not suitable with my goals and my ambitions	0.181	0.00	Normal
The upgrade opportunities are not distributed based on fair foundations	0.298	0.00	Normal
The bonus are not distributed based on clear foundations	0.299	0.00	Normal
The vacancies occupy based on availability and not based on efficient	0.245	0.00	Normal
I accept tasks to satisfy my officials	0.205	0.00	Normal
Career Path	0.217	0.00	Normal

Table 66 Normality tests of Technology field statements

Tests of Normality	Statistic	Sig.	Result
The technical problems causes stop transactions and increase pending tasks	0.264	0.00	Normal
The technology slowest, lead to breakdown work and increase waiting time for reviewers	0.266	0.00	Normal
No developing plan for technology software and devices	0.238	0.00	Normal
No training plan to use new or developed software and devices	0.207	0.00	Normal
No plan to keep up development technology equipment	0.196	0.00	Normal
Technology	0.241	0.00	Normal

Table 67 Normality tests of Performance Evaluation field statements

Tests of Normality	Statistic	Sig.	Result
The performance evaluation is a clear scientific basis	0.188	0.00	Normal
My manager give me the fair performance evaluation values	0.193	0.00	Normal
I feel that the performance evaluation have a clear values for management	0.193	0.00	Normal
The performance evaluation results is not related to stimulating material or moral	0.245	0.00	Normal
I feel my work does not appreciation of management	0.230	0.00	Normal
Evaluation	0.247	0.00	Normal

Table 68 Normality tests of External work stress field statements

Tests of Normality	Statistic	Sig.	Result
I'm thinking about many of my personal problems (social and economic...) during work	0.199	0.00	Normal
My mettle to work different positively when receipt the salary	0.184	0.00	Normal
Lack of citizens' information about the procedures and policies causes problems with staff and increase the stress on the staff	0.301	0.00	Normal
I suffer from citizen's mess and rapidity nervous	0.198	0.00	Normal
I suffer from my salary compared with privet sector salaries	0.244	0.00	Normal
I feel that my work affect my obligations family	0.187	0.00	Normal
I feel that the salary is not commensurate with the effort	0.215	0.00	Normal
I suffer from expensive living because nonpayment enough amount	0.235	0.00	Normal
My family is not satisfied with my position	0.242	0.00	Normal
I suffer from some family's issues because of work time	0.271	0.00	Normal
Health insurance does not meet my needs	0.245	0.00	Normal
External Stress	0.211	0.00	Normal

Table 69 Normality tests of Performance field statements

Tests of Normality	Statistic	Sig.	Result
I do high effort at work	0.252	0.00	Normal
I do my tasks with high efficiently	0.307	0.00	Normal
I feel my effectiveness is high (I do the right things)	0.274	0.00	Normal
I feel my efficiency is high (I do the things right)	0.273	0.00	Normal
I abide to follow instructions, policies and procedures to do my tasks	0.254	0.00	Normal
I do my tasks during the required time	0.261	0.00	Normal
I Interest to improve my performance	0.315	0.00	Normal
I share teamwork to do the tasks	0.270	0.00	Normal
I face problems affect my performance	0.268	0.00	Normal
I deal with citizens issues seriously and work to solve it	0.270	0.00	Normal
I care with public appearance front the citizens	0.286	0.00	Normal
I abide with working times	0.296	0.00	Normal
I abide with working systems	0.289	0.00	Normal
I have ability to adaptation and complete my tasks in emergency cases	0.286	0.00	Normal
I rely on the self to do the tasks	0.260	0.00	Normal
I have ability to dialogue and the management discussion and networking with colleagues	0.271	0.00	Normal
I evaluate my performance compared with my office colleagues is the best	0.204	0.00	Normal
Performance	0.335	0.00	Normal

Figures
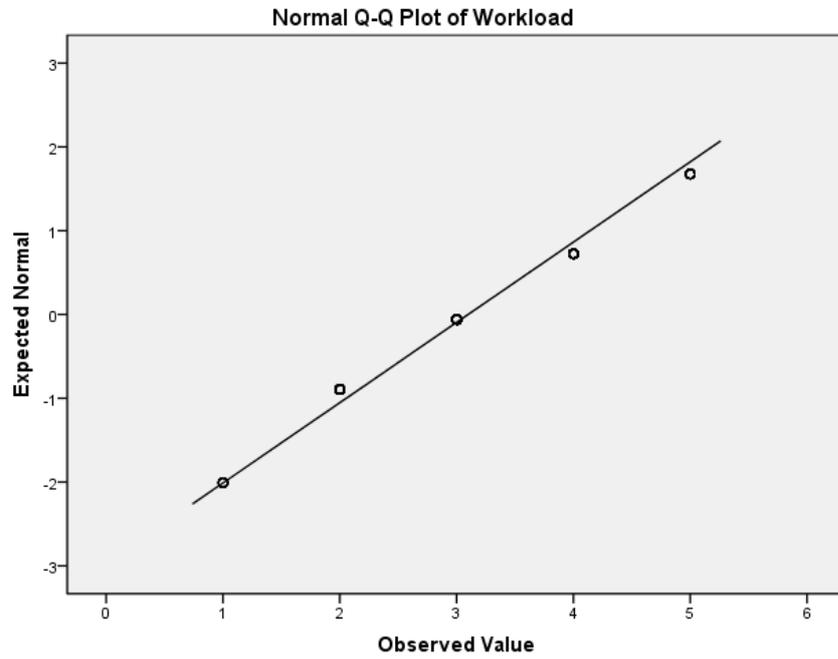
Figure 5 Normality test values of the workload field
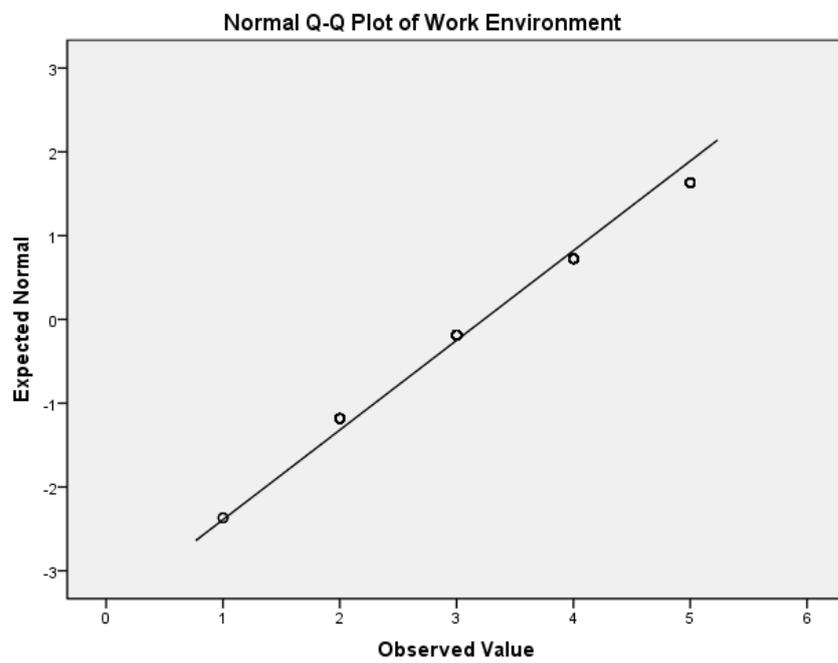
Figure 6 Normality test values of the work environment field
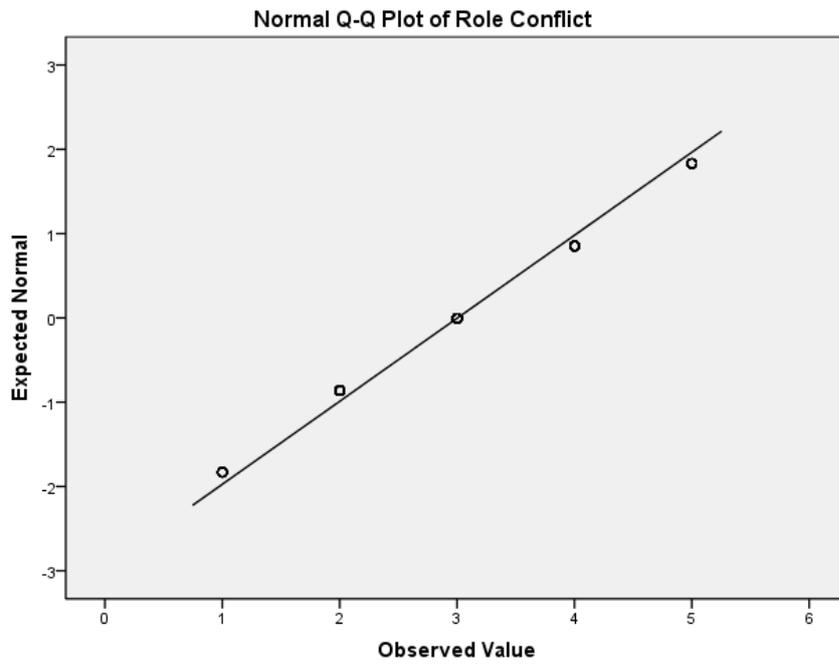
Figure 7 Normality test values of the Role Conflict field
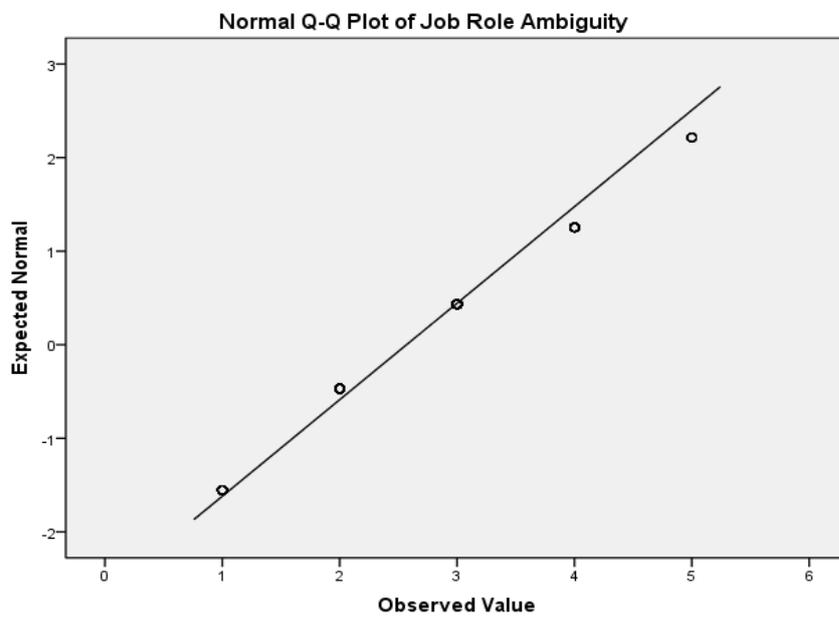
Figure 8 Normality test values of the Job Role Ambiguity field
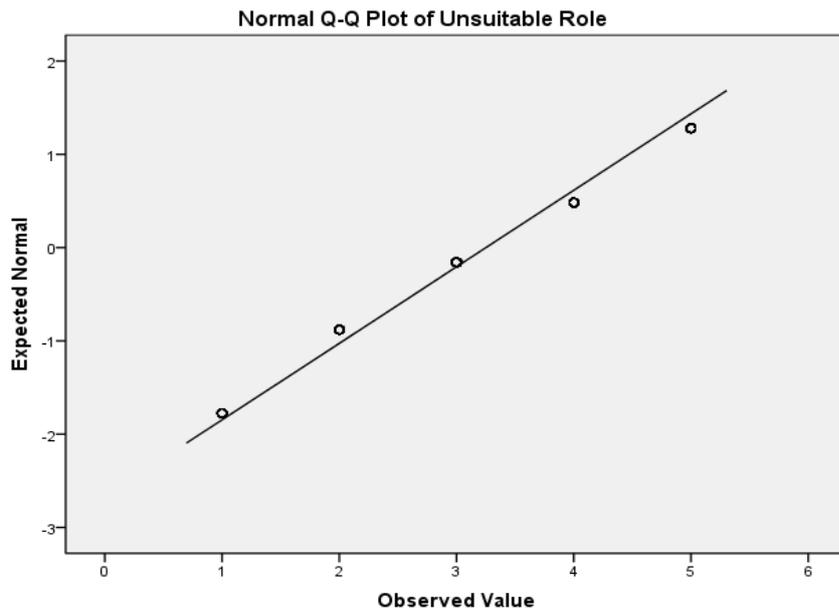
Figure 9 Normality test values of the Unsuitable Role field.
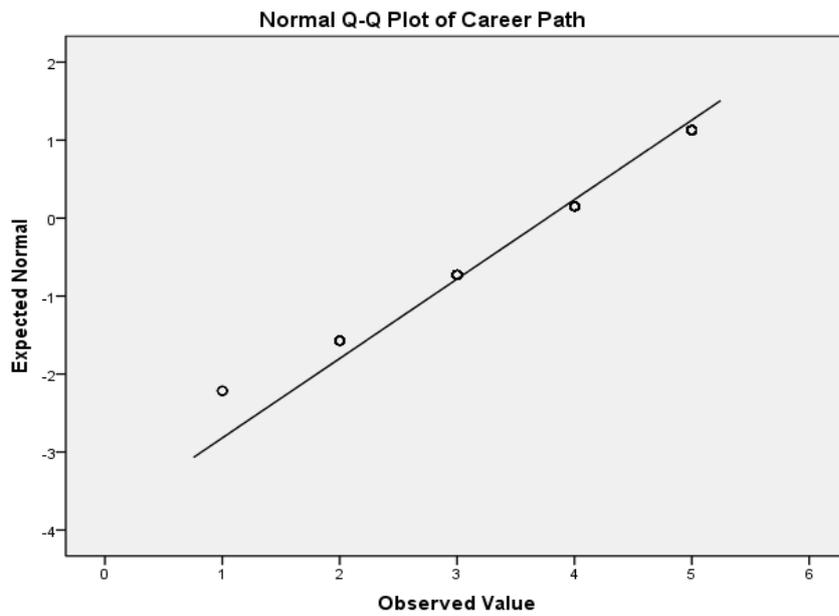
Figure 10 Normality test values of the Career Path field
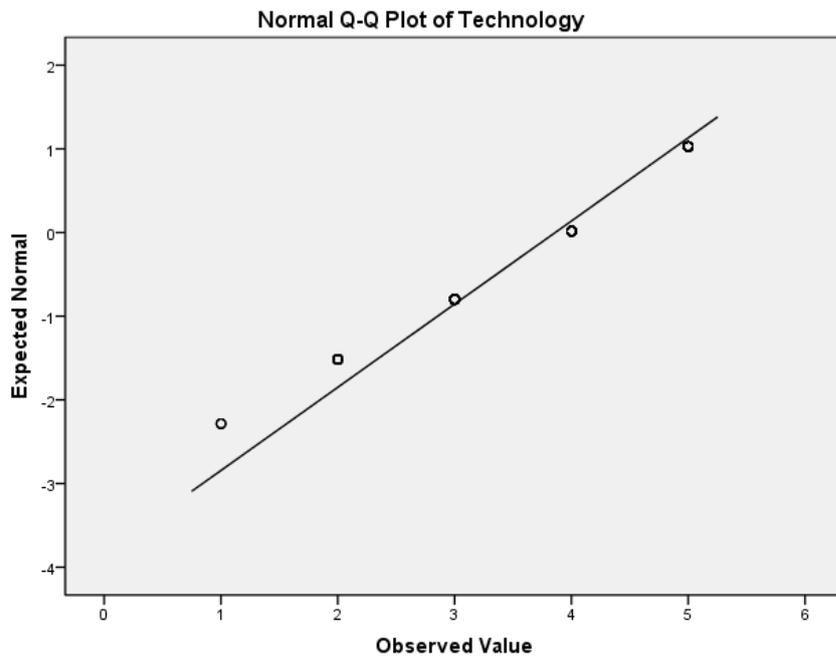
Figure 11 Normality test values of the Technology field
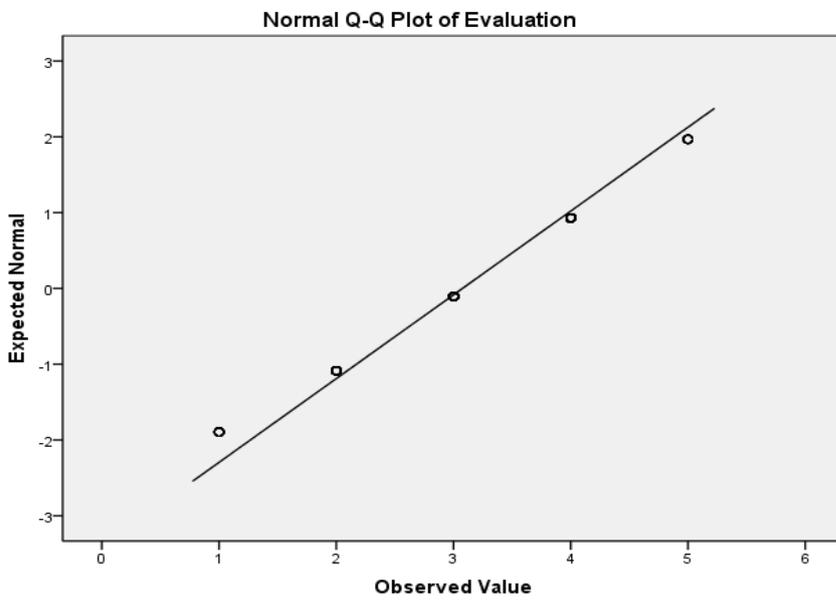
Figure 12 Normality test values of the Performance Evaluation field
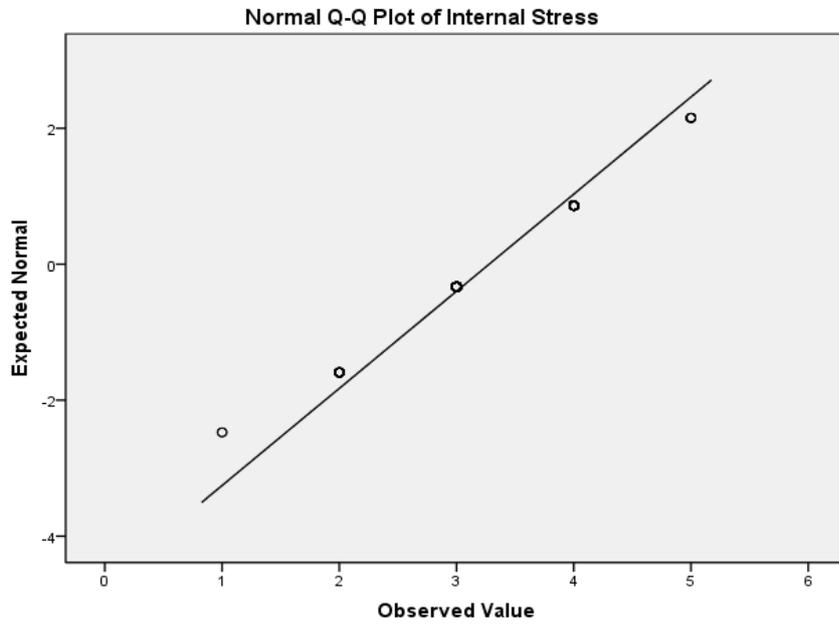
Figure 13 Normality test values of the Internal Work Stress field
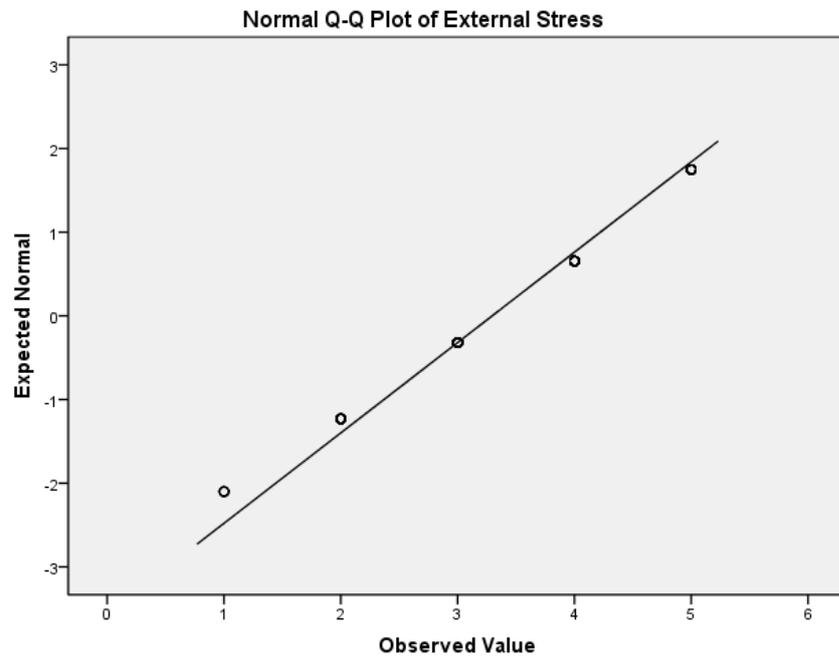
Figure 14 Normality test values of the External Work Stress field
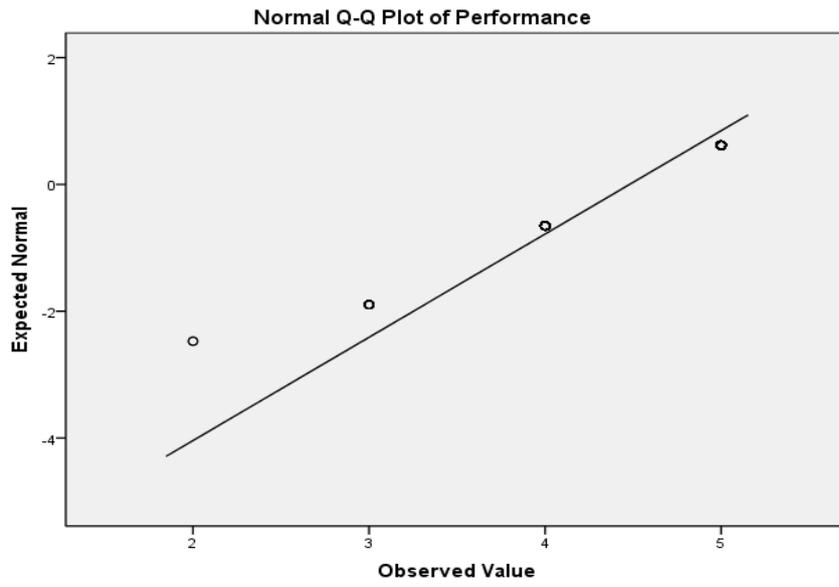
Figure 15 Normality test values of the Performance field
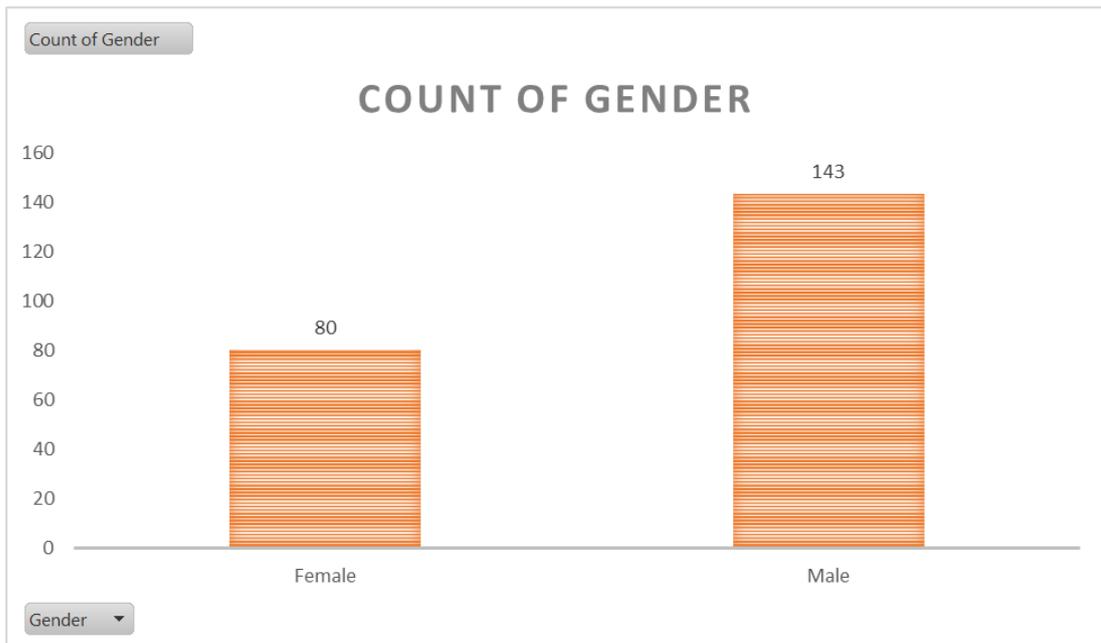
Figure 16 Gender of respondents
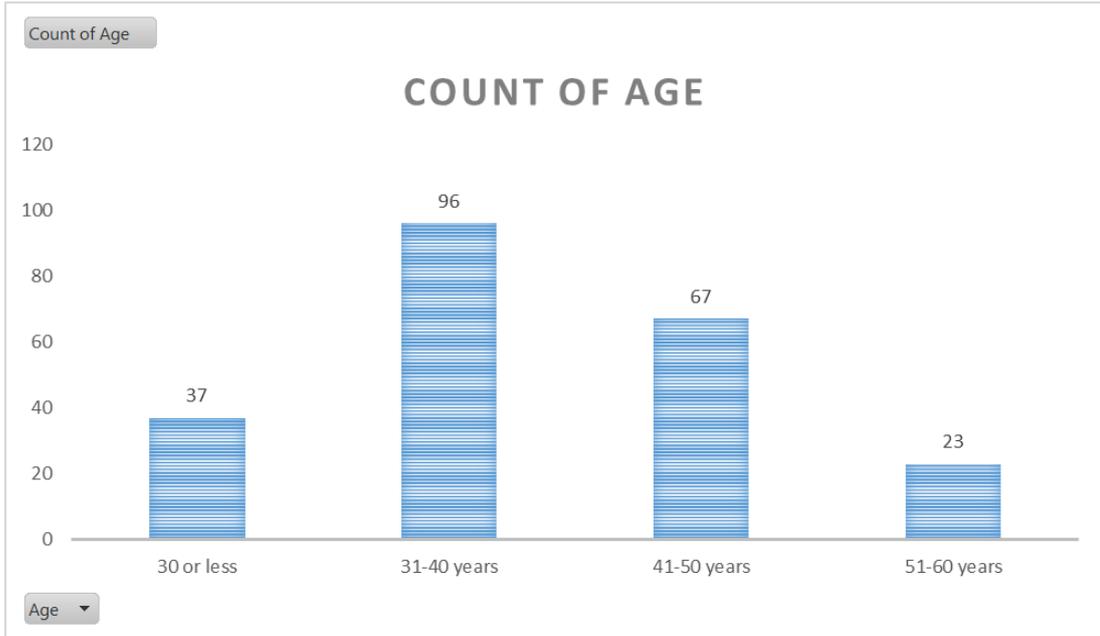
Figure 17 Age Distribution of Respondents
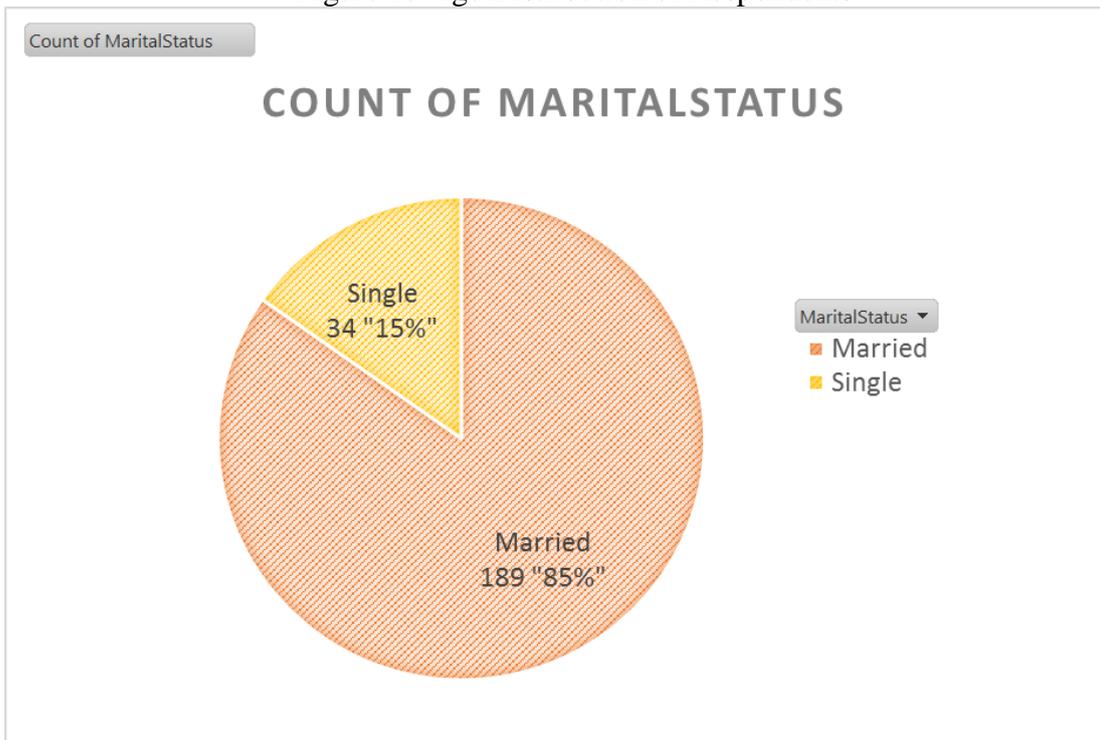
Figure 18 Marital Status of Respondents
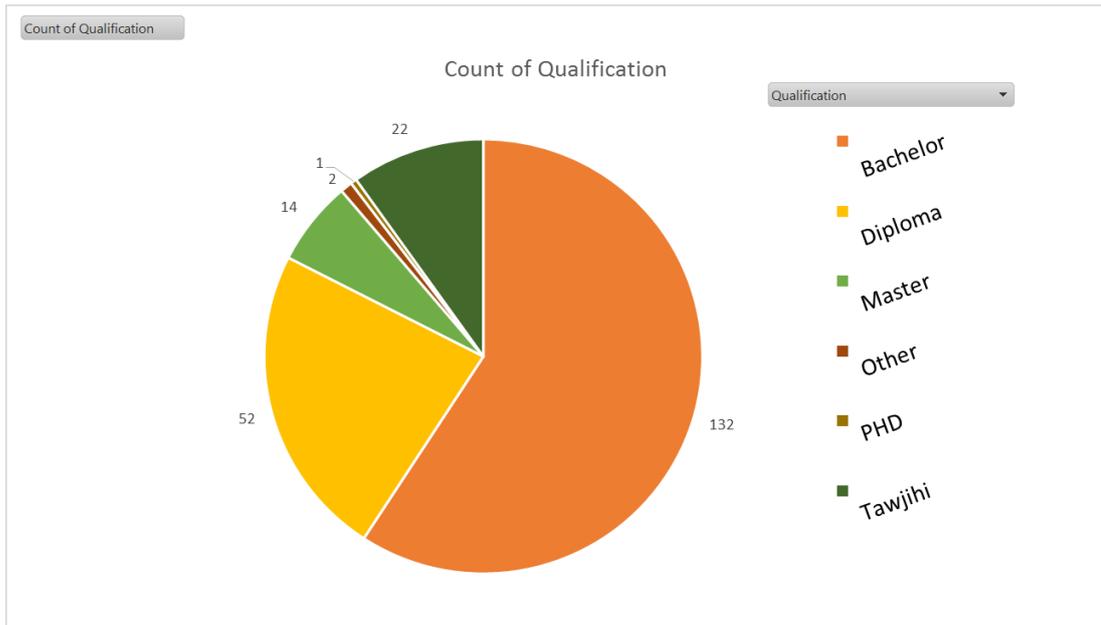
Figure 19 Academic Qualifications of Respondents
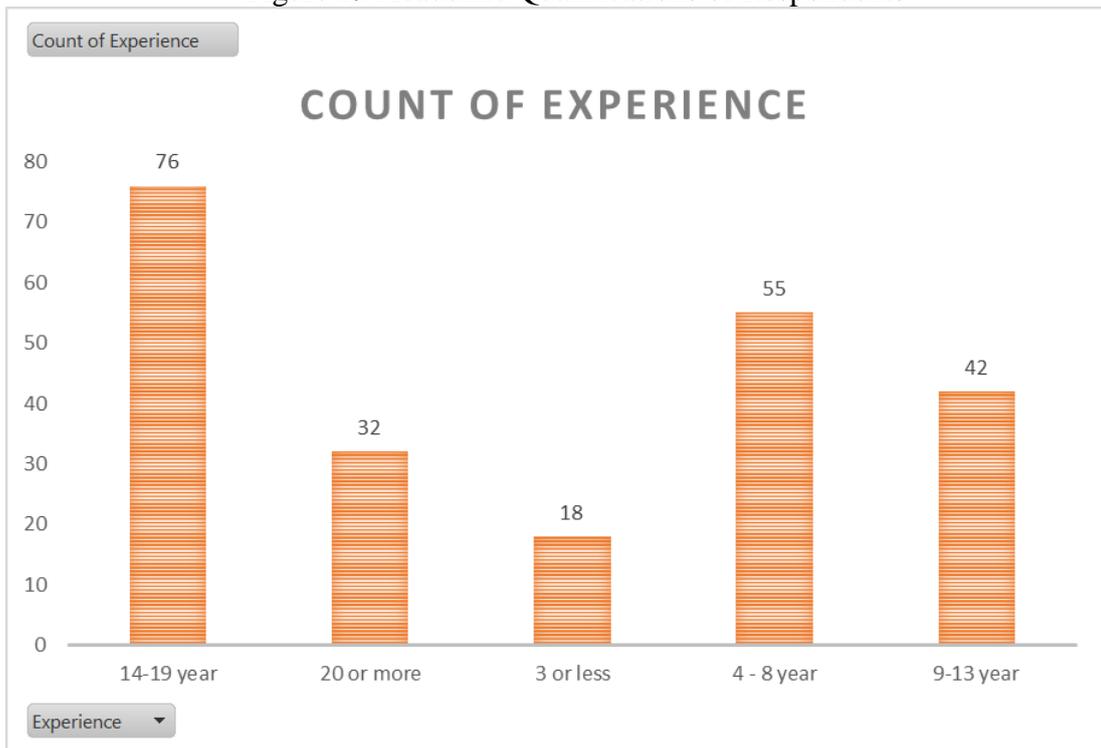

Figure 20 Experience Distribution of Respondents

152
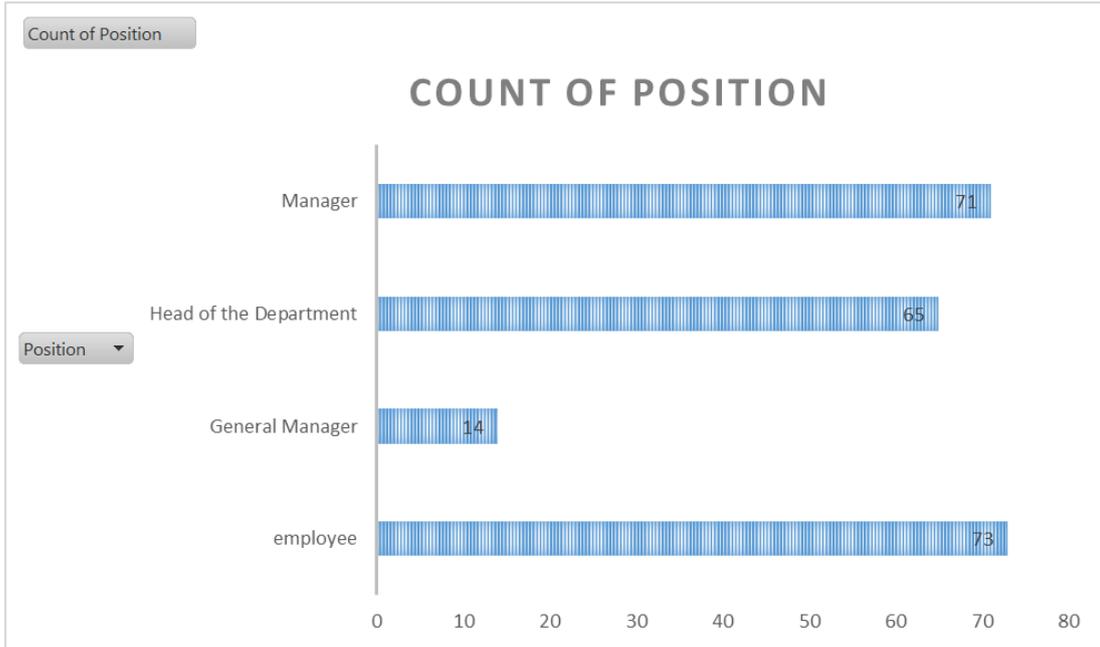
Figure 21 Position Distribution of Respondents
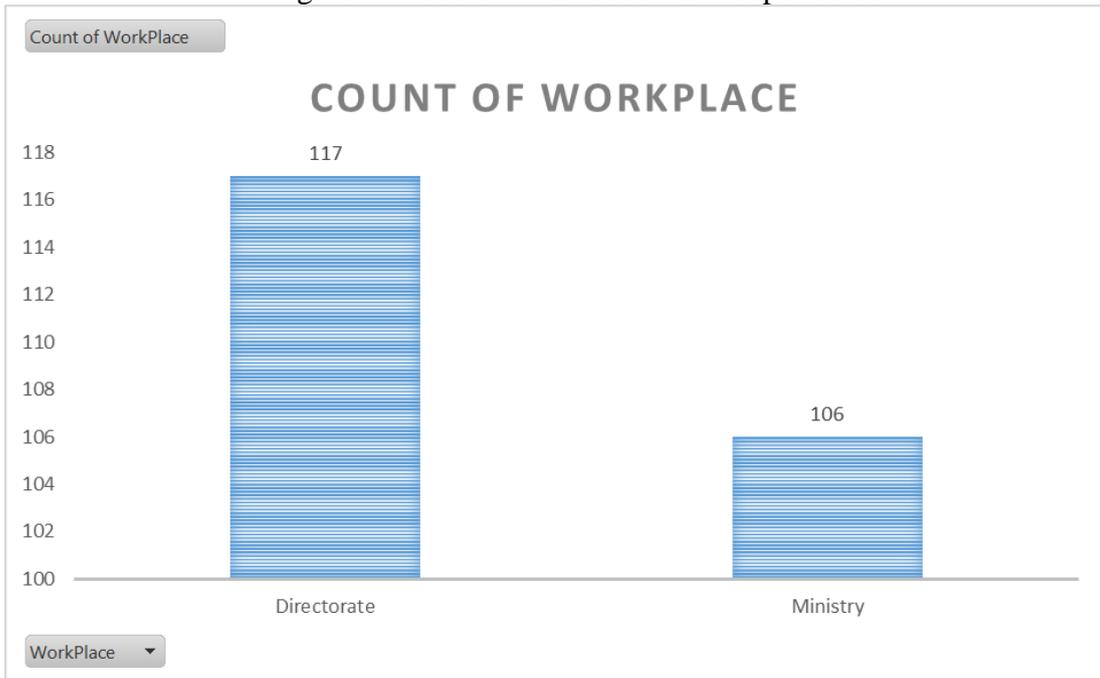
Figure 22 Work Place Distribution of Respondents

جامعة النجاح الوطنية

كلية الدراسات العليا

تقييم أثر ضغوط العمل على أداء الموظفين في وزارة النقل
والمواصلات الفلسطينية في الضفة الغربية

إعداد

مهران ابراهيم نمر قوزح

إشراف

د. يحيى صالح

ب

تقييم أثر ضغوط العمل على أداء الموظفين في وزارة النقل والمواصلات الفلسطينية في الضفة الغربية

إعداد

مهران إبراهيم قوزح

اشراف

د. يحيى صالح

الملخص

تعتبر وزراة النقل و المواصلات من الوزارات الخدماتية المهمة و الحيوية في فلسطين، حيث انهى تخدم شريحة واسعة من المواطنين. وتهتم الوزارة بتقديم خدمات ذات جودة عالية تماشا مع تطلعات المواطنين و تماشيا مع سياسات و اهداف الوزارة. لذلك تسعى وزارة النقل والمواصلات لدراسة اهم العوامل المؤثرة على اداء الموظفين.

تعتبر ضغوط العمل من أهم العوامل المؤثرة على اداء الموظفين في مكان العمل، و الذي يعرف بانه استجابة طبيعية أثناء القيام باي عمل في حياتنا، ولا يجب أن يفهم بانه يعتبر حالة سئية فقد يكون لضغط العمل آثارا ايجابية في التحفيز و التكيف لتحسين الاداء.

يهدف البحث الى تقييم أثر ضغوط العمل على أداء الموظفين في وزارة النقل والمواصلات الفلسطينية في الضفة الغربية. وهنا يقوم الباحث بدراسة العوامل الداخلية والخارجية لضغوط العمل وأثرها على أداء الموظفين، كما تبحث في الفرق حول أداء الموظفين وضغوط العمل وفقا للخصائص الديموغرافية. ولاغراض هذا البحث تم توزيع 223 استبانة محكمة على موظفي وزارة النقل المواصلات ومديرياتها في الضفة الغربية.

واظهرت نتائج تحليل البيانات أن عوامل (تقييم الأداء والمسار الوظيفي وبيئة العمل والتكنولوجيا وضغوط العمل الخارجية) كانت اكثر العوامل المسببة لضغوط العمل في الوزارة، حيث اظهرت النتائج ان هناك علاقة ذات دلالة احصائية بين هذه العوامل و أداء الموظف.

وكان من أهم توصيات هذا البحث، طلب توفير بيئة عمل يتوفر بها الرضى الوظيفي والذي من شانه أن يؤدي الى تقليل آثار ضغوط العمل ورفع الأداء ، ومن ثم إيجاد نظام تقييم

أداء يتمتع بالعدالة والانصاف والنزاهة والموضوعية ويكون له دور واضح في عملية تكريم وترقية الموظفين ليقلل من أسباب الضغوط عليهم، على أن يرتبط ذلك بنظام واضح ومجدول لتطور المسار الوظيفي يعتمد على الكفاءة ولا يعتمد على توفر الشاغر. كما يوصي الباحث بعقد دورات متخصصة ومنتظمة لتسهيل التواصل بين الموظفين والتكنولوجيا وتعزيز استخدامها لتحسين الأداء وتقليل ضغوط العمل. كما يتوجب على الوزارة الاهتمام بتقليل أثر العوامل الخارجية على العمل من خلال تدريب الموظفين على عزل همومهم ومشاكلهم الخارجية عن أجواء العمل قدر المستطاع.