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COVER PAGE AND DECLARATION

	Master of Business Administration (M.B.A.)
Specialization:	Human Resource Management
Affiliated Center:	CEQ Business School
Module Code & Module Title	MGT590- ACTION RESEARCH PAPER
Student's Full Name:	Rashed Nasser Alghamdi
Student ID:	EIU2020318
Word Count:	7495
Date of Submission:	1 – 6- 2022

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DATE: 1 – 6- 2022_

**The Impact of Work Stresses on the Job Performance
of Public Sector Employees in Saudi Arabia**

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Abstract

Within the framework of the controversial correlation between work stress and the level of employees' performance. The current study seeks to test the impact of work stress on employee performance in the Saudi public sector. The study also aimed to produce a set of recommendations and proposals that would be useful in improving job performance and reducing work stress. The study applied the survey approach and the questionnaire tool, where the e-questionnaire was sent to a sample of 100 individuals working in the public sector in Saudi Arabia. and has been responded to by only 53 individuals.

The study revealed an average level of labor stress among Saudi public sector employees with a mean of (3.17.), The level of employee performance among public sector employees in Saudi Arabia was at a mean (3.94). The results of the study also revealed that there is no positive correlation of statistical significance between both job performance levels and labor stress of public sector employees in Saudi Arabia, where the Pearson correlation coefficient (0.033) is at a significance level (0.815), which is greater than $\alpha \leq 0.05$.

The study touched upon a series of recommendations to reduce work stress, including the need to reduce stress in advance by providing appropriate administrative support to employees, improving work stress and effectively managing customers' expectations, reducing relationship and role interferences, as well as adopting a reward system and providing adequate training to improve job performance level.

Introduction

Stresses are an integral part of our daily lives, so their causes cannot be ignored or overstepped, especially after the increased complexity of life, the increased requirements and the accompanying constant tension, and a rapid and sustained change in all aspects and areas of life, and given what our world is witnessing today. The needs and requirements of the individual have increased in an accelerated and diverse environment, creating a range of psychological, health, and social impacts at the level of individuals and organizations (Ali and Miralama, 2019).

Although work stresses are human phenomena that exist with the presence of humans, this era is an era of work stresses in various areas of work and life, Work stresses have even become a feature of modern times. Even many organizations are experiencing a widespread increase in the phenomenon among their employees, which not only affects their health and psychological condition from disorder, anxiety, fear, frustration, and anger It is also reflected in their job performance level and the quality of performance required, as a result of being affected by different trigger and environmental effects. This hinders organizations from achieving their intended goals (Klarreich, 2012).

The Scientific Study (2012) indicates that work stresses have both positive and negative effects, varying from one individual to another, as there are those who are motivated by work stresses and are encouraged, and some of them have psychological, intellectual, and behavioral effects. In addition, work stresses affect employees' performance. One of the most important features of this impact is their low productivity and job performance. They are often mistaken and slow to fulfill the required tasks, with increased absenteeism rates and lower morale for employees.

The topic of work stress has received increasing attention from researchers over the past three decades, this interest is due to the effects of work stress on the behavior of employees and their attitude towards their work and their organizations, and the consequent impact on business

organizations achieving their goals efficiently and effectively on the basis that the individual is one of and a major component of the work and a major element in it (Naima, Ali, 2011). Many organizations are therefore seeking to achieve their goals through human efforts. and, although the human is one of the resources within the organization whose performance is affected by the work stresses occurring within or outside those organizations. The individual's work stresses within the organization are directly or indirectly reflected in the organization's performance and ability to adapt to changing environmental conditions and to ensure their sustainability and continuity (Ayyad, 2013).

Many studies have shown that employees' stress in working environments not only affects their health and psychological condition from psychological and physical imbalances but also reflects on their performance levels and ability to work, which thus hinders the workflow process in organizations and institutions to achieve their goals. Work stresses lead to low and bad performance and weak returns, leading modern organizations to face problems of work stress (Bashir & Ismail Ramay, 2010; Ehsan & Ali, 2019; Ajayi, 2018; Kitole, Idua, Matata, 2019).

Hence, it has become necessary for every decision-maker to surround the process of administrative stress, its different determinants and aspects, and the concepts, trends, motivations, perceptions, skills, and capabilities they represent in a rapidly changing environment. Studies in this area are therefore moving towards identifying workers' attitudes and feelings of positive and negative feelings, detecting their effects and their ability to achieve the goals of the institution in which they work. In this research, we are trying to test the impact of work stresses on the performance of employees in the Saudi public sector.

Research Objectives

Work problems and stresses raise many issues, including those related to work efficiency, the job performance of employees in the organization, and the level of work for the organization as a

whole. In this study, emphasis is placed on the impact of work stresses on the performance of employees in the Saudi public sector, and the current study questions can be formulated in the following points:

1. The study aims to identify the performance levels of public sector employees in Saudi Arabia.
2. The study aims to identify the levels of work stress among public sector employees in Saudi Arabia.
3. The study aims to identify the relationship between work stress and job performance among public sector employees in Saudi Arabia.
4. Provide a range of suggestions and perceptions that serve to reduce work stresses and improve the performance of public sector employees in Saudi Arabia.

Research Questions

The objectives and research problem of the current study can be summarized in the following questions:

5. What are the performance levels of public sector employees in Saudi Arabia?
6. What are the levels of work stresses for public sector employees in Saudi Arabia?

Research framework

The theoretical framework is based on the existence of a correlation between work stress and job performance among employees in the Saudi public sector. Where Figure 1 represents this relationship.



Research hypothesis

1. There is a relationship between job performance levels and work stresses of public sector employees in Saudi Arabia at (0.05).

Literature Review:

A study by Labsis and Nasrallah (2018) aimed at identifying the impact of work stress on the performance of employees of the public medical institution located in EL-Wadi. The study used the analytical descriptive approach, and the questionnaire as the main tool for the study, where the sample selected (70) individuals and the study found that researchers felt moderate stress at work, and the findings emphasized the impact of work stresses on the performance of the institution's employees.

The study by Muasher (2009) endeavored to identify the level of work stress in Jordan's hotel sector and its impact on the performance of employees. The study used the survey approach, as the questionnaire tool was applied to a sample of 197 employees in 12 hotels in Amman, in addition to that the study found that there was no correlation between work stress and employee performance.

Ayyad Study (2013) aimed to identify the impact of work stresses on job performance at Yemen Gas Company. The study used the survey approach, as the questionnaire tool was applied to a sample of 245 employees of the company, and the results of the study found that there was no correlation between work stress and job performance at the company. The study attributed this to medium work stresses in the company, as well as the company's ability to employ stress to improve performance through the rehabilitation of employees and the design of training programs in the light of actual training needs.

The study of Naima and Ali aimed to identify the impact of professional stresses on job performance. The study used the survey approach, as the questionnaire tool was applied to a sample of 120 employees at the Assad National Library in Damascus., and the study found a positive correlation between professional stresses and job performance

The study of Gamal (2019) sought to recognize the impact of work stresses on job performance quality, the study used the survey approach, as the questionnaire tool was applied to a sample of (116) Sudanese airline employees, as the study found a positive correlation between work stresses and workers' productivity, while the study revealed a reverse correlation between work stresses and performance quality.

The study by Kitole, Idua, Matata (2019) aimed to determine the impact of work stresses on an employee's performance in the public sector in Kenya, the study used the survey approach, as the questionnaire tool was applied to a sample of 304 employees in the public sector. The results of the study revealed a strong positive correlation between work stresses and job performance, the study also added that there was a correlation between excess workload, labor conflict, the ambiguity of work, and shared safety with an employee's performance in the public sector in Kenya. The study also emphasized that the excess workload is a major concern for all public sector employees

The Ajayi study (2018) aimed to study the impact of job-related stress on an employee's performance and job satisfaction, the study used the survey approach, as the questionnaire tool was applied to a sample of (150) employees in Nigeria's banking sector, and the results of the study found a negative correlation between work stress and employees' performance, with high stress resulting in lower productivity, increased absenteeism and other problems.

The Bashir & Ismail Ramay study (2010) aimed to investigate the relationship between work stresses and job performance of bank employees in the banking sector in Pakistan, the study used the survey approach, as the questionnaire tool was applied to a sample of 144 bankers in Pakistan's reputable developing banks. The results of the study found a negative correlation between work stress and job performance, as work stress significantly reduces an individual's performance.

The Ehsan & Ali (2020) study aimed to investigate the impact of work stresses on employee productivity, the study used the survey approach, as the questionnaire tool was applied to a sample of 50 employees in banks in Pakistan, and the results of the study found that there was a negative correlation between work stresses and employees' performance.

Muasher (2009) summarized the relationship between employees' stresses at work and their job performance is summarized in the following four forms (2009):

- First Opinion: There is a negative correlation between work stress and job performance. Work stresses are an obstacle to human behavior, adversely affecting outcomes, and one's physical and psychological condition and forcing the individual to make great efforts and devote considerable time to overcome these stresses.
- Second opinion: This view sees the relationship between work stress and job performance as a positive one. It presents a kind of challenge to human behavior. Problems, difficulties, and tensions of work are viewed as challenges for the individual and lead to positive patterns of behavior and give better performance, and Human Rights ", the authors felt that a low level of work stress did not stimulate individuals and make them face a specific level of challenge, but if the level of stresses increased, it leads to reverse effects
- Third Opinion: This view sees that there is no correlation between work stresses and performance efficiency, this assumes that the individual has self-committed to a contract with the area in which he works and initializes himself physically and psychologically to work with this organization and fulfill his duties regardless of the stress surrounding it.
- Fourth Opinion: This view sees that there is a curved linear relationship in the shape of an inverted letter (U) between stress and performance and this trend assumes that a low level of stress will not stimulate individuals to work and a high level of stress will stick individuals' abilities in an attempt to combat them and thus exhaust these abilities and do not have them to

perform the work. Authors of this view, therefore, assume that a moderate level of work stress helps the individual to strike a balance in his or her powers in order to distribute them between doing his or her work and combating these stresses, which is the ideal position for doing the work.

Study variables

- **work stresses:**

"It is the subjective experience of the individual, which occurs as a result of factors in the individual himself or the environment in which he or she works, including the organization, where these factors have physical, psychological, or behavioral effects or consequences on the individual, which in turn affect his or her performance of the work." (Mkansi, 2007, p. 23)

- **Job performance:**

is the degree of achievement and completion of job duties and it reflects how the individual fulfills the requirements of the job and often there is confusion or overlap between performance and effort? Effort refers to the energy made, but Performance is measured based on results. (Al-Amrawi, 2017, p. 14).

Theoretical Framework

First: Working pressure

❖ Working Pressure Concept

Working Pressure Concepts are varied according to the vision and major of the person who defines them. Abu al-Qasim and Alraays (2014) define working pressure as "the combination of worker's conditions, which often affect him negatively in the performance of his functions", Alsabaagh (1981) said that "the condition refers to the situation that impacts the work condition and personal condition over his physical and psychological state that may lead him to change his usual behavior pattern" and Boghazi, define it as "An individual's experience occurs as a result of factors in the

individual himself or her or the environment in which he or she works, including the organization, where such factors have physical, psychological or behavioral effects or consequences on the individual”.

❖ **Working Pressure Sources**

1. Organizational sources

Many organizational sources lead to the Organization's work pressure, among the most significant of these sources: (Almarsaa, Iidris, 2011, p 310)

- **Function ambiguity:** It is a lack of clarity about the work elements and the staff member's uncertainty about his competence, his lack of knowledge about his duties, as well as his uncertainty about the expectations of others, and the lack of information he needs in the performance of his work in the organization.
- **Workload:** A staff member's feeling of the workload resulting from the staff member's inability to complete his functional tasks at its time, thereby the staff member has to work overtime that he does not incur or works in another field different than his main function that is not commensurate with his qualifications, abilities, and skills.
- **Staff member's responsibility for other members within the work:** One of the organizational sources that lead to work pressure is taking responsibility for members, which represents a significant degree of pressure at work. The decision to promote, transfer or terminate an employee is heavy pressure on the decision-maker.
- **Participating in making a decision:** One of the most important organizational sources causes pressure on work which is participation in decision-making. Non-involvement of the staff member in decision-making can lead to the feeling of stress in his work, low performance, and job satisfaction, due to his feeling of neglect and disability and loss of control over his job.

2. Individual sources:

Individual sources of work pressure are the result of individual differences such as Awareness, Work experience, and aggression, in addition to social and economic factors. Some individuals can overcome work problems while others get anxiety, stress, and pressure due to the following: (Aleatia, 2003, p.375)

- **Awareness:** Awareness mediates the relationship between the conditions of potential work pressure and the reactions of others working towards it. For instance, a staff member fears losing his job because the organization reduces its staff number.
- **Work experience:** The longer-standing members of the organization are the most fully adaptable and less pressured to work on the contrary to new members in the organization. The new members do not resist those pressures and therefore have to optionally withdraw from work.
- **Aggression:** Some people or staff members are characterized by a high-aggressive personality and intense anger. These personalities often complain and do not trust others to be at risk of chronic diseases such as heart disease and diabetes.

❖ **Results and impacts of work pressure**

First: The negative effects of members and society's work pressure (Al-Halabi, Ahmed Mahmoud, 2011, p.37)

– **Member's effects: are:**

Personal effects: It includes anxiety, aggression, carelessness, frustration, sadness, tiredness, and nervousness with loneliness.

1. Behavioral Effects: These include a rise in work accidents, drinking alcohol, drug use, and impulsive behavior.
2. Cognitive Effects: Inability to make prompt decisions, limited focus, increased sensitivity to criticism, and mental blocking.

3. Physiological effects: are: Elevated blood sugar, increased heart rate, Benign Paroxysmal Positional Vertigo
 4. Regulatory effects: are: Absent from work, unstable work, isolation from colleagues, lack of job satisfaction, a significant decline in performance, and lack of loyalty and organizational commitment.
- **The Organization's effects are:**
1. Economic aspect of financial costs: These are the division of work pressure costs, absence and work stoppage costs, the cost of hiring new members, and indirect costs such as demotivation and Miscommunication.
 2. Absence and dropout: The absence of a member may exacerbate the problem of pressures as a result of the consequent issue of delaying promotion. For organizations, it may suffer greatly from delays or the absence of staff, which leads to a decrease in production.
 3. Inaccuracy in decision making: Decision-making under stress leads to poor quality decisions, which puts a person under pressure to hesitate in making his decision.

Second: Positive effects of work pressure on individuals and institutions.

There are many positive effects on individuals and institutions as a result of work pressure, the most important of these side effects are the following:

- Work pressure may lead to a rapprochement between employees, which leads to raising employees' morale, performance levels, and stability in the working life in the organization and achieving outstanding performance.
- Work pressure leads to strengthening social relations between workers in different organizations, as these pressures require the existence of communication and cooperation between the employee and the rest of his colleagues to cooperate in facing these pressures or preventing the occurrence of problems that affect all workers.

- Work pressures increase the individual's sense of challenge, which leads to the development of knowledge in the individual and raises motives in doing work and striving to achieve its various requirements, a desire for self-fulfillment, and confirmation of the ability to do work.
- Work pressure increases the practical skills of workers and raises their efficiency in performing the tasks assigned to them.
- Work pressure leads to discovering the distinct capabilities of workers in different organizations by facing work pressures. There may be multiple challenges during work that must be faced to achieve the goals of the organization. By facing these challenges, the capabilities, competencies, and professional and scientific levels of individuals that they express through different practical situations.
- Work pressure leads to an increase in the individual's focus at work and work results, which leads to a sense of accomplishment and the ability to return to a normal psychological state when facing an unpleasant experience and overcoming work pressures.

Second: job performance

❖ job performance concept

(Farahy, Ibtisam, 2017, pg. 16) defined it as “every intellectual and muscular effort that the worker makes in his workplace in return for a specified return.”

(Kharshi, Faisal, 2019 AD, p. 6) defined it as “the degree of achievement and completion of the tasks of a job in the institution legally and pre-established by the higher authorities, and it reflects how the employee achieves or satisfies his job requirements. It is related to the effort exerted to achieve the partial objectives of that job, which is reflected in the general objectives of the institutions, and it reflects the quantity and quality required in the work.”

❖ **Job performance elements**

- Knowledge of job requirements: It includes general knowledge, technical and professional skills, and general background on the job and its related fields.
- work Type: It is the extent to which the individual realizes the work he is doing and what he possesses of desires, skills, ingenuity, and the ability to organize and implement the work without making mistakes.
- The work accomplished amount: the amount of work that the employee can accomplish under work normal conditions and the speed of this achievement.
- Perseverance and trust It includes seriousness and dedication to work and the employee's ability to take responsibility for work and complete work on time and the employee's need for guidance and direction from supervisors. (Ben Awata, Muhammad Salih, 2014 AD, p. 9)

❖ **Evaluating employee performance Methods**

1. **personal criteria:** These criteria focus on employees' ability to give in different situations, self-fulfillment, agility and tact, degree of emotional maturity, and introversion, although personality is considered an essential component of success. When evaluating work performance, it is difficult to evaluate personality factors for some reasons
2. **Result criteria** The results are the bottom line of performance and the first objective of the evaluation, they are measurable, and performance is evaluated through quantity, cost, quality, and time.
3. **Standards of conduct Among** the most important behavioral criteria that can be evaluated are the ability to make decisions, judge matters and take responsibility for these decisions, the ability to set priorities, and the ability to organize, plan and communicate well within the work environment (Bobartakh, Abdel Karim, 2012 AD, p. 24).

Third: The relationship between work pressure and job performance

There is a strong relationship between the pressures that employees are exposed to at work and their job performance. There are four opinions to clarify the relationship between work pressure and job performance, which we explain as follows: (Al-Muasher, Issa Ibrahim, 2009 AD, pp. 36-37)

First opinion There is a negative relationship between work pressure and job performance. Work pressure is an obstacle to human behavior and negatively affects the results and the physical and psychological state of the individual and forces the individual to make great efforts and dedicate great times to overcome these pressures.

Second opinion: This opinion sees that there are positive relationships between work pressure and job performance, as it represents a kind of challenge to human behavior. Work problems, difficulties, and tensions are considered challenges to the individual and lead to the adoption of positive patterns of behavior and give better performance. Those who hold this view believe that having a low level of work pressure does not motivate individuals and makes them face a specific level of challenge, but in the case of an increase in the level of pressure, it leads to the opposite effects

Third opinion The owners of this opinion see that there is no relationship between work pressure and performance efficiency. This opinion assumes that the individual has self-committed to the organization so he shall prepare himself, physically and psychologically, to work with this organization and accomplish his duties regardless of the pressures surrounding him. The owners of this trend assume that the individual enjoys a certain level of maturity that helps him to fulfill this contract concluded between him and the organization. The interpretation of this opinion lies in the individual's ability to adapt to all emerging conditions and therefore there will be no psychological or mental effects on the individual or any effect on performance

Fourth opinion: This opinion sees that believes that there is a linear curved relationship in the shape of an inverted letter (U) between pressure and performance, and this opinion assumes that the presence of a low level of pressure will not lead to motivating individuals to work, and the presence of a high level of pressure will lead to absorbing the capabilities of individuals in an attempt to combat it and thus exhausting these abilities and the lack to accomplish the work. Therefore, the owners of this opinion assume that the presence of an average level of work pressure helps the individual to find a balance in his forces to distribute them between completing his work and combating these pressures, which is the optimal situation to accomplish the work.

Methodological procedures for the study

Type of study

The current study is classified as a descriptive study, where research and descriptive studies are interested in describing a particular phenomenon, event, or object, by gathering facts and information related to the subject matter of the research and describing the circumstances surrounding the phenomenon under study, with a report on its situation as it is (Zahiri, 2016, p. 122). The current study focuses on identifying the impact of work stresses on the performance of public sector employees in Saudi Arabia.

Study Approach

The current study employs the descriptive approach as the appropriate approach for the phenomenon in question and defines the descriptive approach as "a survey or inquiry focusing on the phenomenon studied, as it exists to describe and diagnose it, and detecting its relationships between the elements and aspects associated with it" (Harizi, 2013). The descriptive curriculum includes not only the collection and classification of information and data but also the analysis and interpretation of such data for conclusions of particular significance or the resolution and control of the research problem.

Research population

Research population is defined as all the units that the researcher wants to study and through which he chooses the sample of the study, as it is also known as the society that the researcher wants to circulate the results of his scientific research (Al-Khafaji, 2016, p. 51), and the current study society is defined in the public sector in Saudi Arabia.

Time Horizon

The current study is a cross-sectional study that relied on collecting the required data from many individuals about more than one variable at the same time, because the respondents' answers about the different variables are not affected by each other. In addition to the fact that the cross-sectional study is less expensive and less time-consuming, it was the most appropriate choice for the current study.

Data collection

Due to the objective of this study is to collect data and information from of employees in the Saudi public sector about work stresses and the performance of employees. in this regard, the current study employs primary and secondary data:

- Secondary data: These are data that are collected from the work of others. The current study uses Reference books, recent journals and trusted internet web sites to obtain the necessary information about the subject of the study.
- Primary data: It is that data that is collected for the first time from its original environment, the researcher uses the questionnaire as a research tool about work stresses and the performance of employees. This tool helps to identify The relationship between work stresses and the performance of employees.

The questionnaire is divided into two main parts:

- Personal information: where demographic information about the respondents is collected, which is likely to have an impact on the variables of the study, and these data include (age, gender, job title, education level).
- Questions and Measures: These are measures about the study variables, including:
 1. work stresses
 2. Job performance of employees.

Study Tool

The current study depends on the questionnaire tool to collect information and data targeted from this study, the questionnaire includes a range of questions - as a translation of the study goals- about the reality of the work stresses faced by employees in the Saudi public sector. The questionnaire also forms questions about the level of performance of public sector employees in Saudi Arabia. It is worth noting that the forms distributed in order to measure the stability of the research tool, which numbered 30 forms have been excluded.

Unit of analysis

The unit of analysis is the main entity of the research, and the unit of analysis is determined in the current research in individuals working in the Saudi public sector, where the current research focuses on understanding the level of pressures that workers in the Saudi public sector are exposed to in addition to identifying the level of their job performance.

Method of data collection

The e-questionnaire was sent to 100 public sector employees in Saudi Arabia, and the response was 53 individuals.

Sample Study

A research sample is defined as specific group of individuals who are chosen from the large group of the study population, and the method of selecting the sample is the most effective method in

scientific research, and the use of the sample has advantages include, Reducing the cost and wasting time -Data accuracy -Comprehensive data collection (Taherdoost, 2016).

Due to the difficulty of applying the study tool to all the research population, the researcher identified his sample in (100) respondents. where the electronic questionnaire is sent to (100) respondents, but we get only (53) response.

Table 1 shows sample characteristics according to (gender, age, scientific qualification, experience, and job title)

Variable		K	%
Gender	Male	40	75.5
	Female	13	24.5
Age	Under 30 Year	5	9.4
	From 30 To 40 years	30	56.6
	From 40 To - 50 years	15	28.3
	50 years and more	3	5.7
Scientific Qualification	Average qualification	7	13.2
	Above-average qualification	7	13.2
	University Education	31	58.5
	Postgraduate	8	15.1
Years of Expertise	1-5 years	7	13.2
	6-10 years	15	28.3
	11-15 years	10	18.9
	16 years and more	21	36.9
Job title	Employee	16	30.2
	Team Leader	15	28.2
	Manager	22	41.5
Total		53	100

- The previous table indicates with regard to the gender that most of the sample came from males, as the rate of males reached (75.5%), and the rate of females reached (29.6%).

- The table also indicates that most of the sample came in the age group (from 30 to 40) at a rate of (56.6%), then the age group (from 40 to 50) at a rate of (28.3%). Then the group is less than (30) years by (9.7%), finally, the age group is more than (50) years by (13.2%)
- The table indicates with regard to the scientific qualification of individual's study sample that the majority of the samples of university education persons (58.5%), postgraduate students (15.1%), and finally, average qualification and above-average qualification (8.5%) for each group.
- For years of expertise, the table indicates that the majority of samples are experienced from (16) or more by (36.9%), the period of expertise from (6-10) by (28.3%), the period of expertise (11-15) by (18.9%), and the period of news (1-5) years by (13.2%).
- The previous table indicates with regard to the job title that the majority of samples of directors (41.5%), then employees by (30.2%), then team leaders by (28.2%).

Validity and reliability of the study tool

First: validity: To know the effectiveness of the validity of the study tool, and its ability to measure what it was prepared to measure, the study tool (questionnaire) was presented to a group of experts and arbitrators on the study's subject.

Where arbitrators and experts were asked to express their views on the questionnaire tool from amending, deleting, or adding as well as their views on the questionnaire where it can measure what it was prepared for, judgment and appropriateness within the study's objectives, by identifying the clarity of the words, The extent to which it belongs to the axis, its linguistic integrity, and after completion, the necessary amendments are made to serve the tool and help achieve the study's objectives.

Second: reliability: The questionnaire was applied to (20) individuals of employees of the public sector in the Kingdom of Saudi Arabia, and this step is useful for identifying the ability of the tool

on measuring what it was prepared to measure, as well as identifying the important obstacles facing upon actual implementation to the original sample. The following tables show Cronbach's alpha coefficient for the reliability of research tool variables, the coefficient of association between the degree of each variable, and the total degree of the research tool.

Table 2 shows the results of Cronbach's alpha coefficient for the reliability of research tool variables

Variables	number of phrases	Cronbach's alpha coefficient
Work stresses variable	22	0.82
Functional performance variable	22	0.83
The form as all	44	0.85

The previous table shows the level of reliability of the questionnaire form, its results, and its non-change in its re-application to the sample individuals several times over a given period of time. For this purpose, the researcher used Cronbach's alpha coefficient. According to the previous table, the value of Cronbach's alpha for the questionnaire's axes ranged between (0.90) for the work stress variable and (0.91) for the job performance variable Cronbach's alpha coefficient for the scale has reached (0.92), which in all its axes is of good significance for research purposes, and can therefore be relied upon for the dissemination of results at the study level.

Table 3 shows the correlation coefficient between the degree of each variable and the total degree of the questionnaire

Variables	Pearson Correlation	(sig.)
Work stress variable	**0.612	0.000
Job performance	**0.803	0.000

To disclose the achievement of the objectives to be reached, and to measure the extent to which each of the study variables relates to the score in all of the questionnaire paragraphs as all, the researcher conducted a preliminary test of the questionnaire before circulating the results, in order to test the adequacy and suitability of the questions to the sample individuals at all levels, so the

researcher conducted an experimental test on (20) Individual public sector employees in Saudi Arabia's questions and their ability to measure what needs to be measured, The results, as shown in Table (3), showed that all correlation transactions in all the questionnaire's axes are statistically relevant at a moral level (0.05) so that the questionnaire variables are true to what they are designed to measure.

Data entry steps and results extraction

- Data collection stage: In this stage, data from the specific sample were collected by using the questionnaire tool
- Data entry stage: This stage starts after the study's data collection phase, where the researcher entered the data into the computer through the statistical analysis program SPSS.
- Data operating stage: This is the data-accounting stage for all study variables, and then appropriate statistical analysis of the data.
- The transformation of data into information stage: Through this stage, the information that contributes to answering the study's questions is extracted and verified.
- Interpretation and transformation of information into results stage: Through this stage, facts and results obtained through data analysis are linked to indicators, resulting in valuable scientific results and facts.

The statistical methods used

After completing the collection of the study's data, they were entered after being coded to the computer, then processed and analyzed, and the statistical results were extracted by using the Social Science Statistical Package Program, known as SPSS, after resorting to the following statistical transactions and treatments:

1. Simple iterations and weighted percentage
2. Arithmetic mean and standard deviation.

3. Relative and percentage weight: which is calculated from the following equation:

Arithmetic mean x 100 ÷ maximum score for the answer to the statement.

4. Pearson correlation coefficient (Pearson correlation coefficient) is used to measure the correlation between two variables.

Data analysis and findings presentation

First: For Study Questions

1. What are the performance levels of public sector employees in Saudi Arabia?

To answer this question, means and standard deviations have been used to identify the performance levels of public sector employees in Saudi Arabia.

Table 4 shows respondents' answers to the functional performance measure

Phrase	Mean	Std.	Relative weight
1. Make sure to improve my performance	4.34	0.58	86.8
2. Feel free to offer and discuss any new ideas with my colleagues to develop the work.	4.28	0.71	84.8
3. Self-reliant in accomplishing works	4.23	0.66	84.6
4. I have already submitted ideas and suggestions that have been useful in developing the organization.	4.21	0.76	84.2
5. I carry out the required work efficiently and effectively.	4.21	0.66	84.2
6. I take care of the required time to complete the assigned work.	4.19	0.78	83.8
7. Committed to the implementation of the duties and instructions	4.17	0.70	83.4
8. Immaterial motivation encourages me to do my best.	4.13	0.76	82.2
9. I have the ability to adapt and do business in emergencies.	4.13	0.81	82.2
10. I have a high ability to communicate with my colleagues and work with them.	4.13	0.81	82.2
11. Compared to my colleagues, my work error rate is limited.	4.09	0.76	81.8
12. Usually, do work that exceeds my superiors' expectations.	4.08	0.78	81.6
13. I do not consider any possible changes as a threat to my work.	4.04	0.78	80.8
14. I look forward to new responsibilities in addition to my current tasks.	3.92	1.07	78.4
15. In many cases, I am assigned additional tasks of particular importance.	3.89	1.03	77.8
16. I have the willingness and desire to do any additional tasks that I assign.	3.89	1.10	77.8
17. The job provides me with career opportunities that are Compatible with my abilities.	3.89	0.91	77.8

18. My organization gives me appropriate incentives.	3.72	1.00	74.4
19. I'm bored of repeating the same tasks in my work and not developing	3.66	0.99	73.2
20. More than one party interferes with my performance evaluation and has	3.45	1.06	69.0
21. The amount of work I am responsible for is beyond my capabilities	3.43	1.05	68.6
22. I miss the required expertise to carry out the tasks assigned to me.	2.81	1.02	56.2
N= 53	3.94	0.09	78.9

The previous table shows the responses of respondents to the functional performance measure.

The mean of the responses of respondents came with mean of (3.94) and a relative weight (78.9%).

Where it becomes clear to us that the phrase "Make sure to improve my performance" came in the first grade with a mean (4.34) and a relative weight (86.8%).

On the other hand, the phrase "I miss the required expertise to carry out tasks assigned to me" was a mean of (2.81) and a relative weight (78.9%).

23. What are the levels of work stress for public sector employees in Saudi Arabia?

To answer this question, means and standard deviations have been used to identify the level of work stress of public sector employees in Saudi Arabia.

Table 5 shows respondents' answers to the measure of work pressure

Phrase	Mean	Std.	Relative weight
1. My work needs much focus and attention.	3.91	0.83	78.2
2. I feel bored and routine in my work.	3.62	1.04	72.4
3. I get instructions from more than one boss.	3.60	0.96	72
4. I don't like the decisions the institution makes.	3.60	0.86	72
5. I have a few friendships because of the many administrative	3.53	1.12	70.6
6. Work is often interrupted by a lack of needed work needs.	3.42	1.04	68.4
7. Too many hours make me feel exhausted and stressed after work	3.38	1.18	67.6
8. I don't get enough instructions about my work in time.	3.34	1.05	66.8
9. I get contradictory instructions and directives from my superiors.	3.23	1.08	64.6
10. I don't get enough support from my colleagues at work.	3.21	1.04	64.2
11. I don't have the opportunity to participate in decision-making.	3.15	1.06	63

12. I suffer from a lack of necessary training to perform the work	3.06	1.08	61.2
13. I find it complicated in my competent tasks.	3.06	1.13	61.2
14. There is no time to rest while working.	3	1.07	60
15. I suffer from nerve tension because of the work I do.	3	1.19	60
16. I suffer from a lack of information on my job performance.	2.94	1.04	58.8
17. I suffer from health problems due to work.	2.87	1.09	57.4
18. I suffer from a lot of noise in the work environment.	2.87	1.11	57.4
19. Office space is not fit for the number of employees.	2.79	1.13	55.8
20. I feel inadequate ventilation in my office.	2.77	1.15	55.4
21. I suffer from poor lighting in the work environment.	2.72	1.08	54.4
22. I find it complicated in my competent tasks.	2.66	0.96	53.2
N= 53	3.17	0.15	63.4

Table (5) shows the respondents' responses to the work stress measure, and the respondents' responses are based on a mean of (3.17) and relative weight (63.4%), the phrase "My work needs much focus and attention" came with a mean of (3.91) and a relative weight (78.2). and in the last grade, the phrase "I find it difficult and complicated in my competent tasks" with a mean (2.66) and a relative weight (53.2%).

23. What is the relationship between job performance levels and work stresses of public sector employees in Saudi Arabia?

To answer this question, the Pearson correlation coefficient has been used to identify the nature of the relationship between job performance levels of public sector employees in Saudi Arabia.

Table (4) shows the Pearson correlation coefficient between job performance and work pressures for researchers in the Kingdom of Saudi Arabia.

Table 6 shows the Pearson correlation coefficient between job performance and work pressures for respondents in the Kingdom of Saudi Arabia.

Correlation Coefficient	Sig.
0.033	0.815

The previous table shows that there is no positive correlation of statistical connotation at the level $\alpha \leq 0.05$) between both the job performance levels and the work stress of the Saudis, with the Pearson correlation coefficient (0.033) at a significance level (0.815) greater than $\alpha \leq 0.05$).

Conclusions, implications, and recommendations

Work stress is one of the basic subjects that focus on their study in the field of management. This stress represents one of the updates that today's institutions face in achieving their objectives, especially as enormous technological developments increase and the elimination of borders between states and societies, which has increased the intensity of competition, With higher levels of stress at work, the level of employee performance is affected, which affects institutions as all.

As part of that, this current study aimed to test the impact of work stress on job performance levels of Saudi government sector employees, to that end, the researcher used the survey methodology by applying it to a sample of (53) individuals of employees in the Saudi government sector.

The result of the study has disclosed an average level of work stress in the Kingdom's public sector, as well as an average level of job performance. The results did not disclose a statistically significant correlation between work stress and job performance of employees in the Saudi public sector, which is in line with the results of studies (Mu 'shar, 2019/ Ayedh, 2013/), which emphasized that there is no impact of work stress on employees' job performance. While the result of this study varies (Labsis and Nasrallah, 2018/Naima and Ali, 2011/Gamal, 2019/ Kitole, Ibua, Matata, 2019/ Ajayi, 2018/ Bashir & Ismail Ramay, 2010/ Ehsan & Ali, 2020), which emphasized that there is an impact of work stress on employees' job performance.

The lack of relationship between work stress and the job performance of public sector workers in Saudi Arabia can be traced back to the fact that work stress was not of a high level, which made them a catalyst for employees to continue to perform. As well as, the company's ability to

employee stress, in order to improve performance levels through the rehabilitation of employees and the design of training programs in the light of actual training needs.

The effectiveness of this research is limited by several determinants, which are as follows:

- Spatial boundaries: The research was limited to public sector employees in Saudi Arabia.
- Objective boundaries: They are limited to identifying the impact of work stress on the job performance of public sector employees in Saudi Arabia.
- Human boundaries: They are limited to a sample consisting of (53) individuals of public sector employees in the Kingdom of Saudi Arabia.

In the context of the aforementioned and reached, the current study recommends the following points:

- The needs for the Kingdom of Saudi Arabia's public sector to develop a set of systems and rules that govern employment.
- Emphasize the need for data and accurate information that facilitate management employment in the sector.
- Emphasize the managerial and organizational discipline between job levels.
- Prompt the top management to encourage employees to participate in making decisions at various management levels.
- The disclosure of the causes of various work stress and try to find appropriate solutions to them.

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