

The Impact of Job Stress Resources on Job Performance of Hotels in Amman

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Abstract

This study aims to know the impact of job stress recourses (Organizational factors, individual factors, material and social factors) on job performance for hotels' workers in Amman, where the study community consisted of all workers in hotels in the capital Amman numbering (10) and a random sample was selected from these hotels based on years of experience and the number of employees for the hotel and the sample is represented 100 employee from these hotels, and the study concluded to number of results and the most notable is:

- 1- The presence of positive impact due the individual factors (Role conflict, ambiguity in the role, increasing in job responsibilities) and social factors (Family relationships, family problems, friends, relatives, and social isolation) and physical environmental factors (Noise, light, temperature, occupational safety and security) in job performance.*
- 2- Lack of impact for organizational factors (Organizational structure, organizational policies, wages, incentives, goal of organization and decision-making) in job performance.*
- 3- The analysis results showed a superficial difference between arithmetical averages for the estimates of participants in study samples on the areas of job stress levels for employees in hotels sector in capital Amman according to gender and that is attributed to females favor most affected by job pressures.*
- 4- The analysis results showed a superficial difference between arithmetical averages for the estimates of participants in study samples on the areas of job stress levels for employees in hotels sector in capital Amman according to the academic qualification variable.*
- 5- The analysis results showed a superficial difference between arithmetical averages for the estimates of participants in study samples on the areas of job stress levels for employees in hotels sector in capital Amman according to years of experience variable.*
- 6- The analysis results showed the lack of superficial differences between arithmetical averages for the estimates of participants in study samples on the areas of job stress levels for employees in hotels sector in capital Amman according to marital status variable.*

The Most Important Recommendation is

- 1- Generally interested in job pressures resources by conducting it because it proved their effect on job performance.
- 2- This study sees the need to follow the decentralization authority approach because it is closer to deal with individual and give them the opportunities for decision- making which leads to increasing achievements in solving problems and not being aggravated.
- 3- Adopt an awareness programs on how to help the individual and increasing his/her ability to solve the problems that may faces.

The Study Introduction

The employee is considered the most important element in any organization, and the organization success depends on the extent over the employee by the organization, and if the human factor is the most important in the service sector and particularly the accommodation the right of any community to obtain a tourist sector that its employees enjoy a job performance far from job pressures. Job pressure is considered of the important concepts in practical and scientific life scope because it has results and dimensions that might be satisfying or not satisfying on the long and short term.

Job pressures become one of the distinguishing features for modern organizations as the psychological tensions among employees in modern era and for the effects of job pressures on the individual performance and the organization performance through the direct effect on the job performance for members of the organization.

Job performance is considered of the variables that have an effective high importance on the behavior of members of the organization where the job performance is considered a factor between job pressures resources and the changing of the behavior of members of the organization. With the progress of life and its evolution the aspects of job organizing took a wide and complex course and reflected greatly on the employees in various of organizational institutions and that was appeared through the clear influence for job pressures concept on the effective job performance in various sectors. Therefore this study is done to identify the extent of job pressures resources influencing the job performance for employees in hotels sector in capital Amman.

Importance of the Study

- 1- Importance of study arises through giving a sign to decision-makers about the influence of job pressures resources on job performance for employees in hotels sector in capital Amman.
- 2- The importance grows from the increased interest on job pressures matter particularly tourist and hotel sector for representing huge importance for organizations and individuals and realizing the results of the influence of organization and individual.
- 3- The importance of this study arises to know the reasons and effects of tension for the worker individual in hotels sector and addressed to improve the future job plans and increasing the individual performance and thus increasing the production.
- 4- The importance also grows from the rarity of studies dealing this matter on the local level particularly in hotels sector.
- 5- The importance comes out from the need to these kind of studies, since Jordan is considered from leading countries in the field of tourism service sector and specially hotels sector.

Aims of the Study

This Study Aims to Identify the Following

- 1- Job pressures resources that face employees in hotels in capital Amman.
- 2- Levels of job pressures that faces the employees.
- 3- Level of job performance for employees in services sector in hotels in capital Amman.
- 4- The influence of job pressures resources in job performance for employees in hotels sector in capital Amman.
- 5- Presenting the recommendations and suggestions in light of the study results, this clarifies job pressures resources and its levels and its effect on the employees in hotels.

Problems and Questions of the Study

The problem of the study lies in how the decision-makers in hotels in Amman do not realize the supreme administrations for the influence of job pressures resources on the job performance for employees in hotels sector in Amman, specially under the new global challenges of competition and rapid technological progress, hence the problem is clear and the matter is imperative to know the extent and level of the influence of job pressures resources on job performance for employees in hotel services sector that is considered from the most important services sectors.

The employee is considered the most important element in the work of services organizations, and the employee is the base of its success in achieving its goals and objectives, and this study is made to know the influence of job pressures resources on the employees performance in hotels sector according to the following problematic:

Is there any effect of job pressures resources on employees performance in hotels sector in capital Amman?

From this question a group of the following subsidiary questions are divided:

- 1- What are the job pressures resources for employees in hotels sector in Amman?
- 2- What is the level of job pressures that face the employees in hotels sector?
- 3- What is the level of job performance for employees in hotels sector in Amman?
- 4- Is there any effect for organizational factors in job performance?
- 5- Is there any effect for physical environmental factors in job performance?
- 6- Is there any effect for social factors in job performance?
- 7- Is there any effect for individual factors in job performance?

Hypotheses of the Study

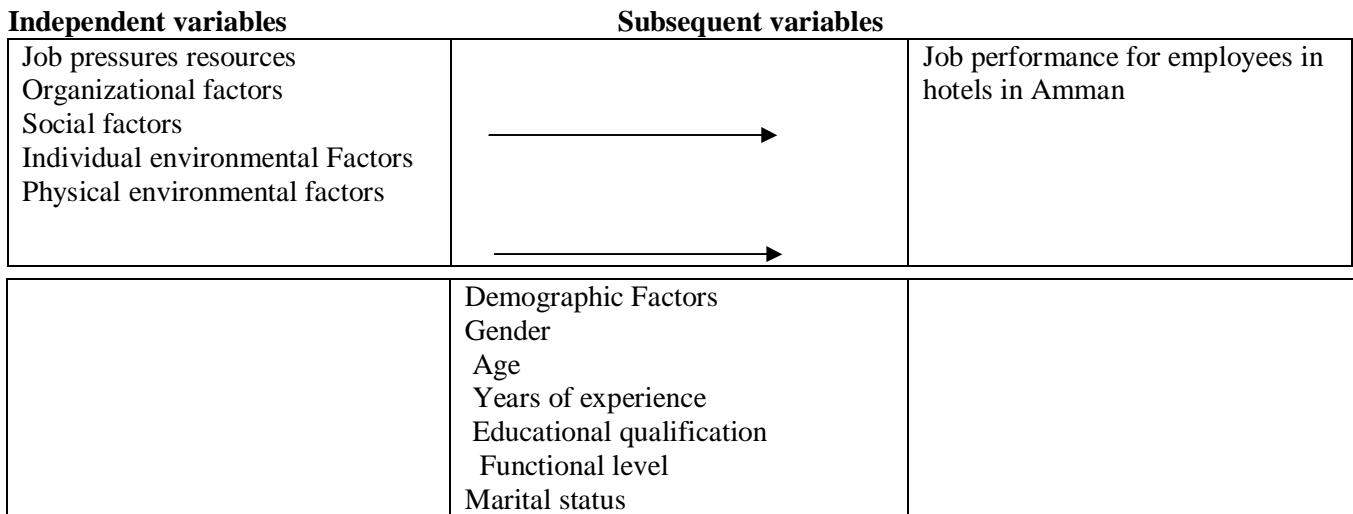
The first major hypothesis:

There is a statistically significant effect at the level of (0.05 = a) for job pressures resources of (Individual, Social, physical, environmental and organizational factors) on job performance that being displayed by the employees in hotels in capital Amman.

The second major hypothesis:

There are a statistically significant differences at level of (0.05 = a) for averages of the study sample answers towards job pressures level due to demographic factors (Gender, Age, Years of experience, Educational qualification, Functional level and marital status) for employees in hotels in capital Amman.

Scheme of the Study



Terminologies of the Study

Pressure

It is the complex psychological state of nested combination of emotions, tendencies and reactions that occur in response to some ways of pressures on employees from inside and outside the organization.

Job Pressures:

It is a state arises due to the reaction of factors related to work with employees properties so it make a change in the psychological and environmental state of the individual that cause uncivilized behavior.

Job performance:

It is the implementing of works and responsibilities undertaking to do by the organization or the institution.

Previous Studies:

- Aljaaferah Study (2003) entitled:

" Mental Health for employees and its relations with some variables in the work environment" This study aims knowing the relation between mental health for employees and some variables existing in the work environment. The study concluded to the absence of connection between mental health and the pressure in the work environment due to the difficult economic circumstances that the region goes through and imposes the employee to cope and the growth of social relations class for employees in medicine sector which contributes to reduce the pressure.

- Al Bakri Study (2008) entitled:

" Job Pressures relation with decision-making in Jordanian Ministries " This study aims to identify job pressures level that faces the managers in Jordanian Ministries when making administrative decisions, it also aimed to identify the nature of relations between job pressures and making administrative decisions, and identifying the most important job pressures resources and its expected effects on making administrative decisions.

Foreign Studies:

- (Iana K. Essar, B. and McCwker) Study (2003) entitled:

" A study of nurse job performance in community colleges in Florida " It is a study done in United States aimed to uncover the job performance of faculty members in Universality nursing faculty in Florida, and the number of sample members was 67 faculty member answered ten questions of open-ended nature, and after analyzing the data a functional link relation was found between job performance for faculty member and positive administration and positive relation with supervisors and the presence of statistical function relation between job performance for faculty members, salaries and incentives that received aside from decreasing of job performance in comparison with males.

- (Yen-huilin) Study (2008) entitled:

" Physical discomfort and psychosocial job stress among male and female operators at telecommunication call centers in Taiwan" This study aimed to find the dimensions of psychological and mental job pressures on numbers of employees from both genders whose work in telecommunication center in Taiwan, and the results showed that they are suffering from psychological pressures, severe fatigue and fuddle in work, and they are suffering from a bad healthy condition, where it was proven that nine zones in body effected as a result to frequent job pressures such as (View strain, Muscles strain, Ear tinnitus, Hoarseness voice, Chronic cough and Asthma) therefore working in telecommunication center for more than 4 years could lead to the previous healthy risks, and whenever the job pressure is increased on the person the dangerous factors effecting his/her health will be increased also.

What makes this study is distinguish from previous studies:

- 1- Trying to spot light on job pressures resources in job performance for employees in hotels sector in the capital Amman.
- 2- Lack of researches broached to same matter despite the increasing of hotels in the last years.
- 3- Knowing the effect of these pressures on employees in the tourism sector specially in hotels in the capital Amman and comparing it with the pressures that faces the employees outside this sector.

Job Pressures Elements

- Interesting element: This element contains the initial stimulants resulting from feeling of pressures and the source of this elements comes from the environment, the region or the individual.
- Responsive element: This element represents the behavioral, psychological, and mental reactions that the individual exerts such as fuddle, tension and frustration.
- Interaction element: It is the interaction between interesting elements and responsive elements and this comes from the interaction between environmental elements and organizational elements in work and the human feeling and the resulting responses.

Job Pressures Resources

- Organizational factors:

This organization consists of aims, policies and individuals and these factors could happen separated or combined and job pressure could differs from one organization to another according to organizational policies, organizational structure, salaries and incentives, performance evaluation, organization objective and decision-making.

- Factors of physical work environment:

For each job there are different conditions such as ventilation, temperature, humidity and noise and these conditions could affect the individual tends toward work where the individual wants to do the job in a comfortable and appropriate place empty of risks and pressures that prevent him/her performing the job.

- Demographic factors connected to pressures resources:

Individuals differ by being effected and responsive to pressures due to the different in individuals characteristics and their personal features and the source may be the individual himself such as age, gender, marital status and educational qualification or connected with work like functional level, years of experience and the specialization.

Results of Pressures and its Effects

The Effects and Results of Pressures can be Classified into Two Categories

- Positive effects: the positive effect is useful in:
 - Motivating the individual to work.
 - Making the individual to think of work.
 - Individual focusing increased about work.
 - Individual consider to work with distinction.
 - Focusing on the work results.
 - sleeping comfortably.
 - Feeling accomplished.
 - Looking to future with optimism.
 - the ability to return to the psychological state easily when facing any unusual matter.
- Negative effects:
 - Behavioral effects such as smoking, drugs addiction and weight or appetite disorder.
 - Psychological and mental effects such as fear, depression, lack of focusing and behave very nervously.
 - Physical effects such as heart disease, cancer, skin and headache.

Strategies of job pressures management on the individual level:

- Sports exercises.
- Meditation and relaxation.
- Setting priorities.
- Healthy diet.
- Time management.

Strategies of job pressures management on the region level

- Organization culture management.
- Re-design of the organizational structure.
- Re-design jobs.
- Development of appointment and selection system.

Job performance elements

- The employee: It is the skills, interests, values, tendencies and motivations that the employee owns.
- The job: It is he job characteristic of interests and challenges and what offers of job opportunities.
- The situation: It is the characteristics of organizational environment which includes work climate, plenty of resources, organizational structure and administrative systems.

The most important standards of job performance

- Quality.
- Quantity.
- Time.
- Cost

Effecting factors in job performance:

- 1- Different in the size of work: whenever the size of organization increased the more its need to resources is increased widely.
- 2- Organizational improvements: The production effect depends on many elements such as the convenient of organizational and procedural arrangements and shortens work steps decreases the required materials to finish unity of work.
- 3- The period of delaying works could affect the rate of production: When the employee delays the production process that leads to accelerate the production rates and consequently decreases the final product quality.
- 4- Technical and technological factors: By the continuous inserting of technological machines and tools which improves the production process.

Methods used to improve and raise the job performance level:

- 1- Improves the employee performance: By focusing on strengths aspects for each individual, and focusing on what is desired.
- 2- Functionalism improvement: Functionalism contents is an important matter in increasing and decreasing job level so when the performance content exceeded the employee skills then that will lead to decrease the performance level.
- 3- Improving the situation: By planning for work place, schedules (Changing work schedules on the benefit of job interest), supervisor (Reconsider in supervision process).

The relation between job pressures and job performance:

Many researches are interested in studying the relation between job pressures and job performance and the views of this subject were diverse. Some researches notice the relation between job pressures and job performance goes on the following way: When pressure level is low the employees maintained their current performance levels and therefore the motivation for higher performance is vanished, and when the pressure level is medium the individuals performance in its best situations, but when the employees suffer from a high pressure level the performance level starts decreasing.

The Study Methodology

Community and Sample of the Study

The study community contains all employees in hotels in Amman and hotels in Jordan represent an important service core for Jordanian society, and an essential investment that activate Jordanian economic. Sample of the study was chosen from the employees in these hotels in Amman in a simple random way numbering 100 singular, and this amount for the sample was chosen because of the great homogeneity between community elements and the individual features and characteristics.

Methodology and Style of the Research

The analytical, field and descriptive method will be adopted, and based on the previous studies, where the method is helpful in giving an accurate figure, and adds an extra balance of knowledge and facts the thing that helps in the process in understanding this study, represented in knowing the nature of job pressures effect on employees performance in hotels in the capital Amman, where they will depending on desktop survey expertise specialized scientific magazines to cover the theoretical aspect, whereas the field aspect will be covered through a questioner development serves the research goals, and statistical analysis process was depended on in order to examine the hypothesis by using statistical package programs of Social Sciences (SPSS).

Statistical Methods

After developing the questioner by depending on the previous studies and then adjudication them, the statistical examination were used.

Data and Resources

In collecting data and information related to the study the following resources were used:

- A) Secondary data: It was depending on desktop survey and expertise specialized scientific magazines to cover the theoretical aspect.
- B) Initial data: It is the data related to the field study, and field aspect was covered through developing a questionnaire based on previous studies, to serve the research goals by determine the measured variables related to pressures resources which effect the employees performance, and in order to examine the hypotheses they will depending on statistical analysis process using statistical package programs of Social Sciences (SPSS).

The Study Tool

A questionnaire composed of three parts was designed to serve the field study, the first part deals with general information about the study sample, the second part contains of 4 dimensions measures job pressures effect on the employees performance which is the social factors, individual environmental factors, physical environmental factors and organizational factors, and the third part measures the employees performance.

Reliability of the Study Tool

Two ways were used to check the questionnaire stability by calculate the stability coefficients, the first way is re-application the questionnaire on a sample of (50) nurses other than the study sample, and the second way: By using cronbach coefficient to identify the consistency of paragraphs.

Table (1): The Frequency and Percentages of Study Sample According to the Demographic Variables

Variable	Category	Frequency	Percentage
Age	Less than 25 year	25	25%
	25 - Less than 30 year	35	35%
	30 year and more	40	40%
Educational qualification	Bachelor	80	80%
		20	20%
Years of experience	Less than 5 years	10	10%
	From 5 – less than 10	20	20%
	From 10 – less than 15	30	30%
	15	40	40%
	15 and more		
Gender	Mala	45	45%
	Female	55	55%
	The total	100	100%

The study results shown in table (1) that 45% of study sample that reached 45 male, and that 55% are females numbering 55 of sample volume. It was depending on statically analysis process in order to examine the hypotheses using statistical package programs of Social Sciences (SPSS), and the level of significance that that was adoption is (0.05) that corresponds with trust level (95%) for statically analysis purposes and explaining examination results. It was depending on Quintet Likhert Scale in estimating the study sample views on questionnaire paragraphs. Statistical standard: to explain arithmetical averages for the estimation of the study sample individuals (The employees) on each paragraph of the questionnaire, and on each one of their fields , the following slandered in table (2) was used:

Table (2)

Degree of approval	Arithmetical average
Very low	From 1.00 – less than 1.70
Low	From 1.70 – less than 2.55
Medium	From 2.55 – less than 3.30
High	From 3.30 – less than 4.10
Very high	From 4.10 – less than 5.00

Table (3): The Stability of the Internal Consistency Coefficients (Cronbach's Alpha) for Each area of Study Tool and the Performance as a whole (Job Pressures Resources)

Sample of (The employees) numbering (100)

The stability of the internal consistency coefficient (Cronbach's Alpha)	Pressures related to field work	
0.75	Organizational factors	Job pressures resources
0.74	Social factors	Job pressures resources
0.78	Individual environmental factors	Job pressures resources
0.81	Physical environmental factors	Job pressures resources
0.77	Job pressures resources as a whole	Job pressures resources

It is clear from the table that stability coefficients for all study sample areas (Job pressures resources) is more than 0.60 which indicates internal consistency between the paragraphs of each of it area.

The description of study sample for the tool:

Analysis the view of study sample about statements of job pressures:

In order to identify the view of employees in hotels in Amman about job pressures resources, arithmetical averages and standard deviations were calculated of paragraphs of each area of job pressures resources as shown in table number (4).

Table number (4): Arithmetical Averages for Estimations of Study Samples Individuals on each area of job Pressures Resources for Hotels Employees in Amman

Sample of (The employees) numbering (100)

Rank	Degree of estimation	Standard deviations	Arithmetical averages	Job pressures related to job area	Area No.
2	Medium	1.15	2.75	Organizational factors	1
3	Medium	1.22	2.80	Social factors	3
4	Medium	1.00	2.91	Individual environmental factors	2
1	Medium	0.99	3.15	Physical environmental factors	3
5	Medium	0.98	2.90	Job pressures resources as a whole	

It is clear from table (4) that arithmetical averages for estimations of study sample individuals ranged between (2.75 – 3.15) and with standard deviations ranged between (0.99 – 1.15) and with a degree ranged between low and medium and performance average for job performance resources as a whole (2.90).

Hypothesis Examination**First: Multiple Regression Analysis**

It is an examination for basic hypothesis and secondary divided from, to identify if there is a statistically significant effect of independent estimations which is the social, environmental and physical pressures on the variable related to job performance for statistically significant level ($0.05 = \alpha$).

Normal Distribution Examination

It has been confirmed of data following the (Normal distribution) using (one sample test kolmogrov).

Testing the form strength: For this test series of examinations were used as which are:

Test the stability of independent variables:

Pearson correlation coefficients matrix were calculated to identify the relation between independent variables, in order to reveal a linear connection between independent variables, and table number (5) clarifies the results of correlation coefficients between variables, linear connection between (multi co linearity) which is one of form strength examinations.

Table Number (5): Pearson Correlation Coefficients Matrix

Organizational factors	Social factors	Individual environmental factors	Physical environmental factors	Job pressures resources as a whole
1	0.35	.28	30	Organizational factors
	1	0.29	0.25	Social factors
		1	0.30	Individual environmental factors
			1	Physical environmental factors
				Job pressures resources as a whole

The linear correlation examination is used in order to make sure there is no high connection between independent variables by depending on variance inflation factor test (Vif) and permissible test (Tolerance) for each of independent variables where it must be independent among themselves for the form, and the obtained results as in the following table number (6).

Variance inflation factor (Vif)	Variation Permissible	Pressures related to job field
1.555	0.758	Organizational factors
1.269	0.744	Social factors
1.285	0.788	Individual environmental factors
1.125	0.818	Physical environmental factors
1.254	0.777	Job pressures resources as a whole

The table shows that variance inflation values less than (10) ranged between (758 and 0.818), thus we can say that there is no connection problem between variables, and this indicates that there is no important connection between independent variables in the table of connection to test the total moral model for multiple regression.

Table number (7) represents the variance analysis results ANOVA to test moral regression:

Table Number (7): Results of Regression Analysis

sig	f	Squares average	Degree of freedom	Total of squares	Variance resource	The form
(a) 0.000	51.707	32.487	5	157.35	Regression	1
			358	2.3855	Residual	
			363		Total	

This table clarifies the variance analysis that aims to identify the explanatory strength for the form and for each independent variable (Social and environmental physical factors), test the moral of regression coefficient values for statically estimations and examinations as following as shown in table (8):

Table Number (8): For Coefficient

	Un standardized Coefficient	Standardized Coefficient		
Modal	Std. b error	Beta	t	Sig
Constant limit	0.0144	0.145	3.780	0.00
Organizational factors	155.249	0.222	4.780	0.01
Social factors	101.025	0.265	5.580	0.046
Individual environmental factors	2.022	0.100	1.999	0.50
Physical environmental factors	12.101	0.345	7.780	0.00

By (t) test it leads us to the next hypothesis (Constant limit), it is clear that individual environmental factors is out of the statistical significance level where level of significance (sig) high than the basic significance level, thus the whole other areas are statistically significant at the level of alpha less than (0.05).

Discussion and Recommendations

The main aim of this research focuses on the study of job pressures resources effect presented by the (Individuals, organizational, social and physical factors) and its effects on the job performance in hotels in Amman, and the results showed the relation nature between job pressures resources in hotels and on the job performance s a whole, and now here is a presentation for what this research has reached about the study hypothesis.

First Main Hypothesis

There is statistically significant effect at the significant level of (0.05 = α) for job pressures resources and it is represented in (Individuals, organizational, social and physical factors) on job performance for employees in hotels in Amman.

Second main Hypothesis

There are statistically significant differences at the significant level of (0.05 = α) the study sample of answers averages on the study tool related to measuring the level and effect of resources and the impact of work on job performance among workers in hotels in Amman pressure tool job pressures resources on job performance for employees in Amman, and results shows statistically significant differences in the estimation on sample individuals for the variable related as a whole (Job performance) and these differences is due to demographic variables which are (Gender, Age, Years of experience, Educational qualification, functional level and marital status) as following:

- 1- Statistically significant differences between answers of individuals of the study sample on job performance due to gender variable on the statistically significant (0.05 = α) where it showed that females are more affected by pressures resources.
- 2- Statistically significant differences between answers of individuals of the study sample on the statistically significant (0.05 = α) on job performance due to education qualification variable.
- 3- Statistically significant differences between answers of individuals of the study sample on the statistically significant (0.05 = α) on job performance due to marital status variable.
- 4- Statistically significant differences between answers of individuals of the study sample on the statistically significant (0.05 = α) on job performance due to years of experience variable.

Results and Recommendations

Results

- 1- The presence of an effect for individual factors (Role conflict, ambiguity in the role, increasing in job responsibilities) in job performance level and it is clear through calculating the arithmetical averages and standard deviations for job pressures of employees in hotels sector in Amman.
- 2- The presence of an effect of the social factors (Family relationships, family problems, friends, relatives, and social isolation) in job performance and its clear through calculating the arithmetical averages and standard deviations for job pressures of employees in hotels sector in Amman.
- 3- The absence of organizational factors effect ((Organizational structure, organizational policies, wages, incentives, goal of organization and decision-making) in job performance and its clear through calculating the arithmetical averages and standard deviations for job pressures of employees in hotels sector in Amman, where the factors related to the higher administration does not effect on employees in hotels sector.
- 4- There is an effect due to physical factors (Noise, light, temperature, occupational safety and security) in job performance, where the employees in hotels sector prefer to work in an environment free from noise because it reflected on job performance and its clear through calculating the arithmetical averages and standard deviations for job pressure for employees in hotels sector in Amman, and results showed statistically significant differences between arithmetical averages of estimations for individuals of the study sample on areas of job pressures levels of employees in hotels sector in Amman according to gender variable which showed that females are more affected by pressures resources.
- 5- Analysis results showed statistically significant differences between arithmetical averages of estimations for individuals of the study sample on areas of job pressures levels employees in hotels sector in Amman according the education qualification variable.
- 6- Analysis results showed statistically significant differences between arithmetical averages of estimations for individuals of the study sample on areas of job pressures levels employees in hotels sector in Amman according to marital status variable.
- 7- Analysis results showed statistically significant differences between arithmetical averages of estimations for individuals of the study sample on areas of job pressures levels employees in hotels sector in Amman according to years of experience variable.

Recommendations

- 1- Hotels administration should generally interested in job pressures resources by conducting it because it proved their effect on job performance.
- 2- Adopt an awareness programs on how to help the individual and increasing his/her ability to solve the problems that may faces.
- 3- The need to follow the decentralization authority approach because it is closer to deal with individuals and give them the opportunities for decision-making which leads to increasing achievements in solving problems and not being aggravated.
- 4- Give the employees suitable vacations to get some rest and do the social responsibilities which leads to decrease psychological pressures for the employees.
- 5- Provide a safe and suitable atmosphere for employees in hotels sector to increase their abilities to achieve the mission and achieving the desired goal.
- 6- Make other studies related to job pressures resources in other tourism sectors because of lack of these studies which it is useful in solving an decreasing the problem size.

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