



## **Work Stress and Job Satisfaction: Evidence from Bahrain**

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### **ABSTRACT**

This research aims to identify the impact of work stress (physical pressure, workload pressure and role pressure) on job satisfaction at a private company in the Kingdom of Bahrain. Two hundred and fifty employees were surveyed through a simple random representative sample of the employees at a private company in the Kingdom of Bahrain. The researchers hypothesized that there is a positive significant impact for the work stress (physical pressure, workload pressure and role pressure) on job satisfaction of the employees at a private company in the Kingdom of Bahrain. The results showed that there is a positive significant impact for the work stress (physical pressure, workload pressure and role pressure) on job satisfaction of the employees at a private company in the Kingdom of Bahrain. Moreover, the results indicated that there were no significant differences relating to the impact of work stress (physical pressure, workload pressure and role pressure) on the job satisfaction of the employees at a private company in the Kingdom of Bahrain due to the demographics (gender, age, qualification and years of experience).

### **KEYWORDS:**

Work stress, Physical pressure, Workload pressure and Role pressure, Role ambiguity, Role conflict, Job satisfaction, Kingdom of Bahrain.

### **1. INTRODUCTION**

The issue of work stress takes increasing attention because it has negative effects on the performance of employees and their behaviors, these pressures make the employee live in a state of tension anxiety and frustration. This negatively affects his health, which negatively affects his job and work relationships, his productivity decreases, and his level of job satisfaction decreases. In addition, when we look at job satisfaction, we find that it affects the performance, behavior and formal or informal employee's relationship. Job satisfaction is also affected by work pressures that lead to poor belonging and a lack of desire for high productivity. Because of the increasing importance of the impact of work stress on employees' job satisfaction, this topic was the goal of this research. The rest of the paper is organized as follows:

Literature review is presented in section (2), section (3) introduces the methodology. Discussion and results of statistical analysis are explained in section (4), while conclusions and recommendation are in section (5).

## **2. LITRITURE REVIEW**

### **2.1 Work Stress:**

Stress is defined as internal experiences that create and generate psychological or physiological imbalance and are the result of factors in the external environment, in the organization, or in the individual himself (Owusu-Ansah et al., 2016). Work stress is also defined as a group of stressful events that employees are exposed to during the performance of their profession, which pose a threat to themselves because it is greater than their own potential, and leads to severe and continuous emotional responses to them, and this is accompanied by negative manifestations, that reflect on their performance at work, and their psychological and behavioral state (Abdeldayem et al, 2021; Hussein, 2011).

The most important causes of work stress are physical environmental causes and the consequent climate factors and workplace arrangements that affect the individual and social causes that include psychological and emotional states that result from the individual's relationship with others. Also, the difficulty of work leads to the individual feeling of imbalance, and this difficulty may sometimes be due to the factor that the amount of work is greater than the time range for performance or greater than the capabilities available to the individual (Maher, 2015). We also find that one of the most important causes of work stress is the role conflict, where the individual plays several roles and tried to meet different expectations of him, but if these roles are in conflict, this represents a great psychological pressure on him (Muwaffaq, 2014). Likewise, the reason for work pressure may be the lack of clarity of the roles for the employee, which leads to the individual being unsure of his work terms and his uncertainty about others' expectations of him, so he loses control over his work and feels severe psychological pressure (Aldulaimi et al, 2020; Saad, 2009).

### **2.2 Job satisfaction**

Job satisfaction is defined as a set of psychological, physiological and environmental conditions that lead to employee satisfaction (Rajput, Sanghal & Tiwari, 2016). It's also defined as the individual feeling of happiness and satisfaction during the performance of his work, and this is achieved by compatibility between what the individual expects from his work, and the amount of what he will actually obtain from his work. Job satisfaction is represented in the components that drive the individual to work (Marwa, 2016).

Job satisfaction is of great importance for both the employee and the organization. The employees 'feeling of job satisfaction increases his ability to adapt to the work environment and control his work and what surrounds it (Islam, 2016). In addition, employee's job satisfaction increases his desire for creativity and innovation, it increases his ambition and progress, and it makes him satisfied with his life (Zwish, 2012). For organization, the increase in employee's sense of job satisfaction is reflected in the higher level of employees' effectiveness in their work, the high level of productivity and achievements, and the reduction in production costs with lower employee's absenteeism, lower complaints, and greater loyalty to the organization (Aldeeb et al, 2020; Abo Keir et al, 2020a & b; Al Baroudi, 2015).

### 3. METHODOLOGY

#### 3.1 Research problem:

Based on various studies that confirmed the importance of work stress (physical pressure, workload pressure and role pressure: role ambiguity & role conflict) on job satisfaction of employees, the problem of research relating this topic at a private company in the Kingdom of Bahrain, could be expressed in the following key question: "What is the impact of work stress (physical pressure, workload pressure and role pressure: role ambiguity & role conflict) on job satisfaction of employees at a private company in the Kingdom of Bahrain?"

The main question results in the following sub-questions:

- a. What is the reality of work stress at a private company in the Kingdom of Bahrain?
- b. What is the reality of job satisfaction at a private company in the Kingdom of Bahrain?
- c. What is the reality of the relationship between work stress and job satisfaction at a private company in the Kingdom of Bahrain?

#### 3.2 Importance of the research:

This study addresses one of the important topics in the field of business administration, which is the work stress that can have a significant impact on job satisfaction at a private company in the Kingdom of Bahrain. It leads to recommendations and suggestions to increase the effectiveness of different solutions to improve the factors that increase job satisfaction of employees, and these benefit devising-makers at the company in question in activating decisions to develop job satisfaction of employees.

#### 3.3 Research objectives:

This research aims to achieve the following objectives:

- a. Identify the reality of work stress at a private company in the Kingdom of Bahrain.
- b. Identify the reality of job satisfaction at a private company in the Kingdom of Bahrain.
- c. Identify the impact of work stress on job satisfaction of employees at a private company in the Kingdom of Bahrain.
- d. Identify the statistically significant differences about the impact of work stress on job satisfaction of employees at a private company in the Kingdom of Bahrain according to the demographics (gender, years of experience and qualification).
- e. Make some recommendations and suggestions relating to the impact of work stress on job satisfaction of employees at the company in question.

#### 3.4 Research hypotheses:

##### Main hypothesis 1

**H1:** There is a positive significant impact for the work stress (physical pressure, workload pressure and role pressure: role ambiguity & role conflict) on job satisfaction of employees at a private company in the Kingdom of Bahrain.

From this main hypothesis, three subsidiary hypotheses can be stated as:

H1.1: There is a positive significant impact for physical pressure on job satisfaction of employees at a private company in he Kingdom of Bahrain.

H1.2: There is a positive significant impact for workload pressure on job satisfaction of employees at a private company in the Kingdom of Bahrain.

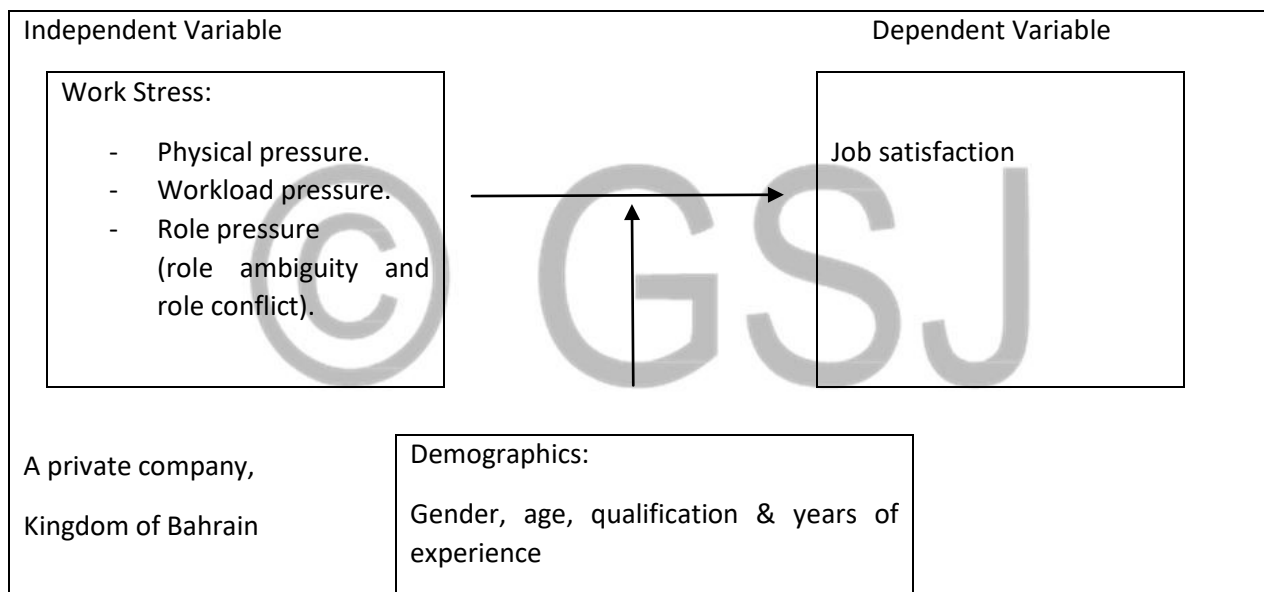
H1.3: There is a positive significant impact for role pressure (role ambiguity and role conflict) on job satisfaction of employees at a private company in the Kingdom of Bahrain.

**Main hypothesis 2:**

**H2:** There are positive significant differences relating to the impact of work stress (physical pressure, workload pressure, and role pressure) on job satisfaction of employees at a private company in the Kingdom of Bahrain due to the demographics (gender, age, qualification and years of experience).

**3.5 Research Framework**

Figure 1 below illustrates the research framework and shows the variables of the research



**Figure 1 (Illustration of the research framework)**

**3.6 Data Collection**

A five-point Likert scale was used to collect questionnaire survey as follows:

|                |       |         |          |                   |
|----------------|-------|---------|----------|-------------------|
| 5              | 4     | 3       | 2        | 1                 |
| Strongly agree | Agree | Neutral | Disagree | Strongly disagree |

The researchers selected a simple random sample (n=130) of employees at a private company in the Kingdom of Bahrain, out of a population (210) employees. The sample provide information through filling survey questionnaire, which is considered the core of data for this research. Hence, 130 questionnaires were circulated, and 124 were selected, two of them were incomplete, so we discarded them. A hundred and twenty two were considered with a response of 94%.

#### 4. ANALYSIS AND EMPIRICAL FINDINGS

##### 4.1 Pearson correlation co-efficient

Table (1) below shows that all correlation co-efficient are significant at the level of (0.01) which indicates the validity of the scale.

Table 1 Pearson correlation co-efficient

| First Axis                           |                                 |                                       |                                 |                                  |                                 | Second Axis      |                                 |
|--------------------------------------|---------------------------------|---------------------------------------|---------------------------------|----------------------------------|---------------------------------|------------------|---------------------------------|
| Work Stress                          |                                 |                                       |                                 |                                  |                                 | Job satisfaction |                                 |
| First Dimension<br>Physical pressure |                                 | Second Dimension<br>Workload pressure |                                 | Third Dimension<br>Role pressure |                                 | Statement        | Correlation<br>co-<br>efficient |
| Statement                            | Correlation<br>co-<br>efficient | Statement                             | Correlation<br>co-<br>efficient | Statement                        | Correlation<br>co-<br>efficient |                  |                                 |
| 1                                    | 0.620                           | 1                                     | 0.509                           | 1                                | 0.569                           | 1                | 0.559                           |
| 2                                    | 0.818                           | 2                                     | 0.636                           | 2                                | 0.736                           | 2                | 0.609                           |
| 3                                    | 0.641                           | 3                                     | 0.629                           | 3                                | 0.589                           | 3                | 0.619                           |
| 4                                    | 0.744                           | 4                                     | 0.768                           | 4                                | 0.581                           | 4                | 0.493                           |
| 5                                    | 0.668                           | 5                                     | 0.775                           | 5                                | 0.647                           | 5                | 0.538                           |
| © GSJ                                |                                 |                                       |                                 |                                  |                                 | 6                | 0.516                           |
|                                      |                                 |                                       |                                 |                                  |                                 | 7                | 0.734                           |
|                                      |                                 |                                       |                                 |                                  |                                 | 8                | 0.630                           |
|                                      |                                 |                                       |                                 |                                  |                                 | 9                | 0.549                           |
|                                      |                                 |                                       |                                 |                                  |                                 | 10               | 0.626                           |
|                                      |                                 |                                       |                                 |                                  |                                 | 11               | 0.743                           |
|                                      |                                 |                                       |                                 |                                  |                                 | 12               | 0.649                           |
|                                      |                                 |                                       |                                 |                                  |                                 | 13               | 0.506                           |
|                                      |                                 |                                       |                                 |                                  |                                 | 14               | 0.638                           |
|                                      |                                 |                                       |                                 |                                  |                                 | 15               | 0.509                           |

##### 4.2 Reliability

The data were analyzed using SPSS and statistical results of Cronbach Alpha are as follows:

Table 2 Cronbach's Alpha

| Reliability   |                  |
|---|------------------|
| Dimensions  | Cronbach's Alpha |
| Work Stress:<br>Physical pressure 0.809<br>Work pressure 0.711<br>Role pressure 0.626 | 0.715            |
| Job satisfaction  | 0.741            |
| <b>Total</b>  | <b>0.728</b>     |

Table (2) indicates that the Cronbach's Alpha is 0.728.

The results indicate a high level of internal consistency for the research questionnaire.

##### 4.3 Analysis variables of the demographic variables of the research

### Gender variable

Table 3 Distribution of the research sample according to gender

| Variable     | Number     | Percentage  |
|--------------|------------|-------------|
| Male         | 88         | 72%         |
| Females      | 34         | 28%         |
| <b>Total</b> | <b>122</b> | <b>100%</b> |

It is clear from the analysis of the research sample by gender (table 3) that the number of males and more than females.

### Years of experience variable

Table 4 Distribution of the research sample according to years of experience

| Variable           | Number     | Percentage  |
|--------------------|------------|-------------|
| Less than 5 years  | 19         | 15%         |
| 5 – 10 years       | 28         | 23%         |
| 11 – 15 years      | 29         | 24%         |
| 15 years and above | 46         | 38%         |
| <b>Total</b>       | <b>122</b> | <b>100%</b> |

Table (4) reveals that the staff with years of experience (15 years and above) were the highest percentage followed by those of (11-15 years), then those of (5-10 years) and finally (less than 5 years).

### Qualification variable

Table 5 Distribution of the research sample according to qualification

| Variable             | Number     | Percentage  |
|----------------------|------------|-------------|
| High school and less | 24         | 20%         |
| Bachelor             | 79         | 65%         |
| Post Studies         | 19         | 15%         |
| <b>Total</b>         | <b>122</b> | <b>100%</b> |

Table (5) indicates that the largest percentage hold a Bachelor's degree followed by holders of High School and less and then Post Studies percentage.

### 4.4 Analysis of answers to the questionnaire variables:

Table 6 Analysis of the research sample answer to the questionnaire variable (Work stress, physical pressure)

| Sr. | Statement   | Mean | Standard Deviation | Ranking | Mean Interpretation |
|-----|---|------|--------------------|---------|---------------------|
| 1   | The lighting is considered inappropriate for the nature of my work. | 1.74 | 1.129              | 4       | Disagree            |
| 2   | I suffer from noise while performing                                | 2.70 | 1.132              | 1       | Neutral             |

|              |   |             |       |   |                   |
|--------------|---|-------------|-------|---|-------------------|
|              | my work.  |             |       |   |                   |
| 3            | The existing tools and devices are insufficient to perform the work.          | 2.10        | 0.950 | 2 | Disagree          |
| 4            | I fear contagious diseases due to pollution and lac of hygiene.               | 1.89        | 1.343 | 3 | Disagree          |
| 5            | The ventilation and the temperature are unsuitable for the nature of my work. | 1.35        | 0.810 | 5 | Strongly disagree |
| <b>Total</b> |   | <b>4.01</b> |       |   | <b>Agree</b>      |

Results presented in table (6) show that the general average of the variable (work tress, physical pressure) reached (1.96) which shows that the opinions of the research sample were low in this dimension.

Table 7 Analysis of the research sample answers to the questionnaire variable (Work stress, workload pressure)

| Sr.          | Statement   | Mean        | Standard Deviation | Ranking | Mean Interpretation |
|--------------|---|-------------|--------------------|---------|---------------------|
| 1            | Shift work annoys me.   | 3.34        | 0.940              | 1       | Neutral             |
| 2            | The amount of work is too large.                                | 2.91        | 0.839              | 2       | Neutral             |
| 3            | My work demands the necessary vigilance and speed at all times. | 2.52        | 0.442              | 4       | Neutral             |
| 4            | The rest periods during the shift are insufficient.             | 2.48        | 0.516              | 5       | Disagree            |
| 5            | Assign to work assignments outside the official working hours.  | 2.55        | 0.611              | 3       | Neutral             |
| <b>Total</b> |   | <b>2.76</b> |                    |         | <b>Neutral</b>      |

Results presented in table (7) show that the general average of the variable (work stress, workload pressure) reached (2.76) which shows that the opinions of the research sample were moderate in this dimension.

Table 8 Analysis of the research sample answers to the questionnaire variable (work stress, role pressure: role ambiguity & role conflict)

| Sr.          | Statement   | Mean        | Standard Deviation | Ranking | Mean Interpretation |
|--------------|---|-------------|--------------------|---------|---------------------|
| 1            | I find it difficult and complicated in the tasks assigned to me.        | 2.30        | 0.619              | 2       | Disagree            |
| 2            | Assign tasks without sufficient authority to carry them out.            | 1.94        | 0.790              | 5       | Disagree            |
| 3            | I receive conflicting orders and instructions from more than one party. | 2.13        | 0.820              | 4       | Disagree            |
| 4            | I do work outside of my work.   | 2.54        | 0.910              | 1       | Disagree            |
| 5            | I cannot reconcile my work with my family duties.                       | 2.26        | 0.790              | 3       | Disagree            |
| <b>Total</b> |   | <b>2.23</b> |                    |         | <b>Disagree</b>     |

Results presented in table (8) show that the general average of the variable (work stress, role pressure) reached (2.23) which shows that the opinions of the research sample were low in this dimension.

Table 9 Analysis of the research sample answers to the questionnaire variable (job satisfaction)

| Sr.          | Statement   | Mean        | Standard Deviation | Ranking | Mean Interpretation |
|--------------|---|-------------|--------------------|---------|---------------------|
| 1            | My job gives me opportunities to see the results of my work up to date.             | 4.12        | 0.726              | 7       | Agree               |
| 2            | All capabilities are available to complete my work.                                 | 4.42        | 0.522              | 4       | Agree               |
| 3            | The effort I put in at work s due to me.  | 4.00        | 0.831              | 8       | Agree               |
| 4            | My job gives me sufficient time to complete the work efficiently                    | 4.36        | 0.751              | 5       | Agree               |
| 5            | Touch the reaction of senior management when I do the job well.                     | 3.56        | 0.692              | 13      | Agree               |
| 6            | Touch the reaction of the appropriate supervisors when I do the job well.           | 4.62        | 0.801              | 3       | Strongly agree      |
| 7            | Adequate appreciation from the administration.                                      | 3.55        | 0.653              | 14      | Agree               |
| 8            | The relationship between the administration and me is good.                         | 4.16        | 0.747              | 6       | Agree               |
| 9            | The relationship between the staff and me is good.                                  | 4.82        | 0.709              | 1       | Strongly agree      |
| 10           | The salary I get is enough.   | 3.79        | 0.711              | 11      | Agree               |
| 11           | The salary I earn is commensurate with my experience and educational qualification. | 3.81        | 0.821              | 10      | Agree               |
| 12           | The salary I earn is proportional to the amount of work I do.                       | 3.67        | 0.862              | 12      | Agree               |
| 13           | Opportunities for promotion are available for me at work.                           | 3.51        | 0.916              | 15      | Agree               |
| 14           | Opportunities to gain experience are available to me at work.                       | 4.79        | 0.775              | 2       | Strongly Agree      |
| 15           | Opportunities for a salary increase are available to me at work.                    | 3.99        | 0.648              | 9       | Agree               |
| <b>Total</b> |   | <b>4.08</b> |                    |         | <b>Disagree</b>     |

Results presented in table (9) show that the general average of the variable (job satisfaction) reached (4.08) which shows that the opinions of the research sample were high in this dimension.

#### 4.5 Testing results hypotheses

To make sure that the main hypothesis (1) is correct “There is a positive significant impact for the work stress (physical pressure, workload pressure and role pressure: role ambiguity & role conflict) on job satisfaction of employees at a private company in the Kingdom of Bahrain, multiple linear regression analysis were used where the results showed the following:

Table 10 Results of multiple linear regression analysis for measuring the impact of work stress (physical pressure, workload pressure and role pressure) on job satisfaction at a private company in the Kingdom of Bahrain.

| Variables           | Regression co-efficient | The calculated t value | Statistical significance | Standard transaction Beta |
|---------------------|-------------------------|------------------------|--------------------------|---------------------------|
| Fixed limit         | 15.726                  | 2.717                  | 0.008                    |                           |
| Physical incentives | 0.214                   | 1.876                  | 0.071                    | 0.197                     |



|   |       |       |       |       |
|---|-------|-------|-------|-------|
| Moral incentives                        | 0.036 | 2.003 | 0.059 | 0.187 |
| Multiple correlation coefficient (R)    | 0.274 |       |       |       |
| Interpretation factor (R <sup>2</sup> ) | 0.086 |       |       |       |

According to the results presented in table (10), the main hypothesis (1) is accepted. Results of the main hypothesis (2), “There are positive significant differences, relating to the impact of work stress (physical, workload and role pressures’) on job satisfaction of employees, at a private company in the Kingdom of Bahrain due to the demographics (gender, years of experience and qualification), showed that there are no statistically significant differences at the level of (0.05)

## 5. CONCLUSION

There is a positive correlation between work stress (physical, workload and role pressures) and job satisfaction in the company in question. There are no statistically significant differences relating to the impact of work stress (physical, workload and role pressures) the company in question due to the demographics (gender, years of experience and qualification).

**In the light of conclusions formulated, the following recommendations were proposed:**

- The necessity to work for reducing the factors causing work stress, whether they are related to physical work pressure or those related to the workload, or with regard to the ambiguity of the role and role conflict. These factors have negative effects on the level of job satisfaction of the employees, which reflects negatively on their performance, affiliation and productivity, thus affecting the organization as a whole.
- In addition, the need for providing an appropriate environment that increases the level of job satisfaction for the employees in the company in question because of its positive impact on their morale, which increases their productivity. In addition to the need to conduct training courses for employees in the company in question, through which they are trained on how to face work pressures and mitigate their negative effects.

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