

Effective Factors on Job Stress and Its Relationship with Organizational Commitment of Nurses in Hospitals of Nicosia

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Abstract

Job stress is a psychological variable that has gained increasing importance in human resource management studies in recent years. Nursing is one of the professions which might be exposed to various sources of job stress due to its special nature, particularly its relation with patients' physical health. This study was an attempt to investigate the effect of factors including workload, lack of control, information gap, confidence and proficiency in the role, management's relationship and support, and coworkers' relationship and support on the job stress of nurses, and to identify the consequences of job stress in relation to nurses' organizational commitment. The population comprised all nurses working in different treatment and health departments of state and private hospitals of Nicosia. The questionnaires were distributed and finally 100 questionnaires returned by the nurses during several follow-up stages carried out by the researcher. In order to identify the factors influencing job stress, standard models developed by HSE (2004b), Davis et al. (1991) and Osipow (1987) were used. In order to analyze the data, Pearson correlation and multiple linear regression were used by SPSS software. Results show that information gap exerts a positive effect on nurses' job stress, whereas confidence and proficiency in the role and management relationship and support exerts a negative effect on their job stress. However, the significant effect of workload, lack of control, and coworkers' relationship and support was not confirmed. Finally, identification of job stress consequences revealed that nurses with lower levels of job stress enjoyed higher organizational commitment.

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Introduction

Job stress is an important phenomenon of social life and a serious threat to manpower health in the world, in such a way that it has been announced by the World Labor Organization as the most vivid threat to laborers' health (Lotfizadeh, et al., 2011) The Confederation of British Industry (CBI) considers stress as the second cause of absence from work. According to the results of previous research, approximately 30% of manpower in the developed countries suffer from job stress (Baker, et al., 2000; Oosthuizen & Koortzen, 2007; Birmes, et al., 2005).

Basically, all careers dealing with human health and life, including nursing, have always been stressful careers and have threatened the physical and psychological health of their practitioners (Farhadi, 2014). Stress in nurses is a complicated phenomenon with potential harmful consequence. Studies conducted by Pelosi et al. in 1999 on the job stress of nurses working in regular and intensive care units at Italian hospitals demonstrated that there is greater stress in intensive care units (Pelosi, et al., 1999).

Nurses are the cornerstone of hospital care delivery and the hospitals most costly and valuable sources, their efficiency and effectiveness are central to any effort to maximize patient safety or minimize costs. Considering the significance of the health of nurses in caring for patients and in view of the fact that health is a human right, determining the level of stress and general health and identifying the relationship among the variable in nurses working in clinical environments can help managers to identify the special cases which require support, counseling, and treatment.

According to statistical service Republic of Cyprus, nursing is an important sector with 4304 people working in health sector. Also a report by the Cyprus Health System Review shows that, the majority of nurses are employed in the public sector while the majority of physician, dentists and pharmacists work in private sector. In many ways there is an imbalance between the public and private sectors. The public system suffers from long waiting lists for many services, while the private sector had an over capacity of expensive medical technology that is underutilized.

In regard to health work force trends in Cyprus, according to the fourth report of European working condition survey conducted in 2011, two indicators of working at a very high speed and working to tight deadlines were used to rank countries. The result shows that, while the intensity index for 27 members of EU is 43%, it is more than 50% for Cyprus. In addition, nursing shortage is a problem in Cyprus as it is in all EU countries. In fact Cyprus has had a fairly constant supply of nurses since 1990; approximately 450 nurses for every 100000 population which is significantly fewer than the overall EU average.

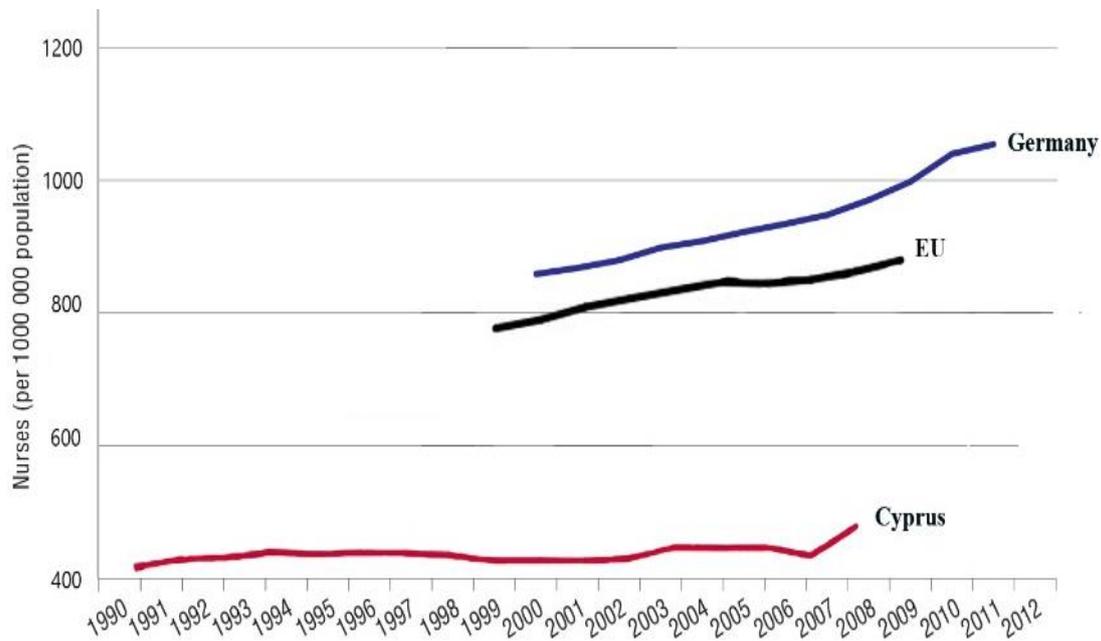


Figure 1. Health work force trends in EU and Cyprus (WHO Regional Office for Europe, 2012)

Hence, the present paper attempted to identify the factors leading to job stress in hospital nurses in order to reduce or control these conditions in the workplace, increase physical and psychological health, productivity, job satisfaction, and reduce employees' absence from work and delays.

Literature review

Defining job stress

Stress refers to the internal condition of an individual who feels a threat to his/her physical condition or psychological peace. The sense of imbalance in this mechanism results in stress-induced reactions which can take physiological or behavioral forms (Hasanzadeh, 2009). (Lazarous, 2005) offers the following definition for stress: Psychological pressure encompasses a wide variety of problems which are distinct from other challenging areas, because this pressure disturbs the systems (i.e. physiological, social, and psychological systems and their reactions). He then proceeds to say that an individual's reaction is dependent upon his (conscious or subconscious) interpretation or evaluation of harmful, threatening, or challenging events.

Consequence of job stress

Stress causes a variety of adverse, costly, and irreversible consequence which affects both the individuals and organization. Stress is the main cause of problems in the performance and health of individuals in an organizational environment, leading to consequences for the organization. Therefore, awareness of these consequences helps to

effectively manage stress. Stress consequences can be investigated in terms of individual and organizational aspects. On an individual basis, they can be categorized into three groups (Ganster & Schaubroeck, 1991):

- Adverse behaviors and feelings such as job dissatisfaction, low motivation, low employee morale, loss of organizational commitment, low career life quality, absence from work, turnover, tendency to desert the job, low productivity, decreased work quality and quantity, reduced decision-making ability, increased theft, vandalism and delay at work, job burnout, alienation, and increased smoking and use of alcoholic drinks.
- Physiological disorders such as increased blood pressure and heart rate, cardiovascular diseases, increased cholesterol, increased blood sugar, insomnia, headache, infection, skin disorders, and fatigue.
- Psychiatric disorders such as distress, anxiety, aggression and decreased strength, fatigue, loss of confidence and self-excitement, loss of concentration, feelings of emptiness, hastiness, disregard for social norms and values, dissatisfaction with one's job and life, alienation from facts, and emotional exhaustion.
- From an organizational perspective, stress consequences can be categorized into two groups (Ganster & Schaubroeck, 1991):
 - Organizational outcomes such as loss of employee morale, reduced productivity and performance, decline in the quality of services and products, reduced relationship with customer, loss of customers, tarnished company image and reputation, loss of opportunities, non-concentration of products, higher rates of accidents and mistakes, increased turnover, loss of skilled staff, increased number of sick leaves, early retirement, reduced cooperation, reduced internal communications, increased internal conflict, and unpredictable work climate.
 - Organizational costs such as the costs of reduced performance and productivity, costs of replacement of people who have left the organization, costs of increased healthcare, costs of health maintenance, and costs of legal charges leveled against the company, and costs of equipment damage.

Factors leading to job stress

Alomar (2003) considers family support, gender, marital status, and language effective in staff job stress. Results of Alomar's study demonstrated that female, married, and foreign employees experienced greater job stress than male, single, and native ones. Besides, the findings have revealed that age and experience have a significant negative relationship to job stress. No significant relationship was found between educational degrees and job stress in that study. In their "Workplace Stress: Etymology and Consequence," Colligan and Higgins considered stress-inducing factors to be unsafe work environment, workload, isolation, working hours, role ambiguity, role conflict, lack of work autonomy, career development barriers, difficulty in relationships with management and colleagues, domineering management, harassment, and organizational

climate. In their study entitled “Job Stress and General Welfare of Staff of Universities of Medical Sciences in New Jersey, USA,” (Salmond & Ropis, 2005) found out that bureaucracy exerted the strongest impact on staff stress. Besides, their results demonstrated that sources of staff stress also included organizational expectations, time pressure for performing some activities, and lack of sufficient personnel to address and refer work as well as noncooperation on the part of the coworkers. In a study entitled “Investigating the Outspread of Job Stress among Government Employees of Western Nigeria,” (Olaitan, 2009) concluded that lack of devolution and activity planning are the strongest sources of stress among employees. The results demonstrated that the other strong factor leading to staff stress is physical and psychological health. The study by (Ika, 2009) conducted in Malaysia investigated the effect of job stress on the degree of job satisfaction of the staff of Long Valley University. Factors inducing job stress in this study included individuals’ roles, relationship with others, workload pressure, interference of work with household duties, ambiguity of individuals’ roles, and pressure in performing activities. The results demonstrated a significant negative relationship between job stress and job satisfaction. (Kumar, 2011) investigated the effect of ten factors as job stress sources: role conflict, role overload, role ambiguity, expectations, feelings of inequality, lack of support from managers, restrictions imposed by rules and regulations, hard work, work changes, and promotion opportunities. The results demonstrated that among the selected variables, role overload was the most important source of staff job stress, and role conflict occupied the second rank. Besides, variables of expectations, feelings of inequality, lack of support from managers, restrictions imposed by rules and regulations, hard work, work changes, and promotion opportunities exhibited a significant relationship with staff stress. However, role ambiguity and hard work exhibited no significant relationship with staff stress. (Aisan, 2011) examined the six factors of management, communications, physical environment, workload, role ambiguity, and organizational expectations at Multimedia University, Malaysia. The results demonstrated that the variables of management role, physical environment, workload, role ambiguity, and organizational expectations have a significant relationship with staff job stress. However, no significant relationship was found between communications and staff stress. Results of the study by (Hamidi, et al., 2012) entitled “Investigating the Relationship between Managerial Skill and Staff Job Stress at Health Centers” revealed that personal factors such as professional skills of health center staff as well as managerial skills of managers, particularly in areas of manpower and perceived resources, reduces staff job stress considerably. (Mackay, et al., 2014) also investigated organizational stress resources and identified the factors of role, authority, physical environment, management relationship and support, coworkers’ relationship and support, and occupational changes as job stress resources. In his investigation, he first measured the degree of stress in staff with low workload and then increased their workload slowly. The results demonstrated that slow increase in workload leads to fast increase in staff stress. He identified the physical environment as the second most important cause of stress in staff; approximately all staff working in inappropriate environments experienced high stress. (Mucci, et al., 2015) investigated job stress in the population of Italian laborers. Their study was aimed at comparing the structure of psychological risk factors through exploratory risk analysis using a set of mixed data gathered from 2026 laborers from 15 Italian companies. The results showed the satisfactory reliability of the

psychological risk scale and demonstrated the precise degree of job stress from the viewpoint of leaders and subordinates.

Conceptual model and hypotheses

The UK Health and Safety Executive's management standards on stress (HSE, 2004b), which form the basis for assessing organizations in relation to improving well-being at work. The HSE has developed six standards, known as the 'management standards', to help organizations manage stress. The standards are based on factors which are recognized to be the key causes of workplace stress. HSE are classified in terms of six different stressor categories as following: Job demands (these include workloads, working hours, shift systems), control (this covers the way we work, the role of consultation and improving skills), support at work (this refers to methods of supporting employees through management practices, including styles of behavior and feedback, as well as via organizational policies), workplace relationships (these extend to include relationships with coworkers and line managers, encompassing expectations of behavior at work), role (this includes stressors such as role conflict, role ambiguity and responsibility for the safety of others), change, this examines how change is managed and its impact on employees.

Davis, et al., 1991) identified ten stress-inducing sources in workplaces and organizational environments. These sources are: job future uncertainty, lack of control, role ambiguity (information gaps), confidence and competence (performance appraisal), human relations in the workplace (conflicts), work alienation, role overload, role underload, work environment, and role conflict. Job future uncertainty refers to uncertainty and skepticism about future career and lack of job security and fear of losing jobs. Lack of control refers to lack of skills and planning for responsibilities and activities and selecting the wrong tools and methods for performing tasks. Role ambiguity (information gaps) refers to lack of awareness of the career limits and expectation as well as ambiguity and uncertainty of occupational responsibilities. Confidence and competence (performance appraisal) includes the nervous and psychological pressures experienced by an individual or supervisor during performance appraisal. Human relations in the workplace (conflict) refer to the psychological pressure caused by lack of trust in the relationships, scant support, and inattention and indifference upon encountering the problems of organization members. Work alienation is the feeling of remoteness and detachedness from one's job, which is caused by factors such as incompatibility with the nature of work, lack of social status, lack of institutional prestige, etc. Role overload is the job stress caused by excessive pressure or insufficient time for performing tasks. In contrast, role underload is the psychological pressure caused by the insufficiency and repetitiveness of work which drives the workers to boredom. The work environment factor refers to the stress resulting from organization design and workplaces. Finally, role conflict refers to the exposition to uncertain and contradictory expectations in the workplace regarding the behavior of the individual.

(Osipow, 1987) considered the factors affecting job stress to be role workload, role inadequacy, role ambiguity, role boundary, responsibility, and physical environment. These factors are explained in what follows. From the perspective of (Osipow, 1987), role

workload indicates an individual's position in relation to workplace demands. Role inadequacy refers to the consistency of an individual's skills, education, and training and experience with workplace requirements. Role ambiguity evaluates an individual's awareness of priorities, workplace expectations, and evaluation criteria. Role boundary refers to the conflicts which an individual experiences due to his/her work ethic and the role expected of him/her in the workplace. Responsibility is an individual's accountability for the efficiency and welfare of others in the workplace. Finally, the physical environment factor includes unfavorable physical conditions which an individual is exposed to in the workplace.

Considering the models developed by (HSE, 2004b, Davis, et al., 1991 & Osipow, 1987), the nature of nursing activities at health and treatment centers, and the specific characteristics of hospital in Cyprus, the variables of workload, lack of control, information gaps, confidence and proficiency in the role, management support and relationship, and coworkers' support and relationship were ultimately selected as the factors affecting job stress at the selected hospitals. Besides, this study attempted to identify the nurses' behavioral reactions triggered by job stress and to investigate their effect on their organizational commitment. Fig. 2 illustrates the conceptual model of the study.

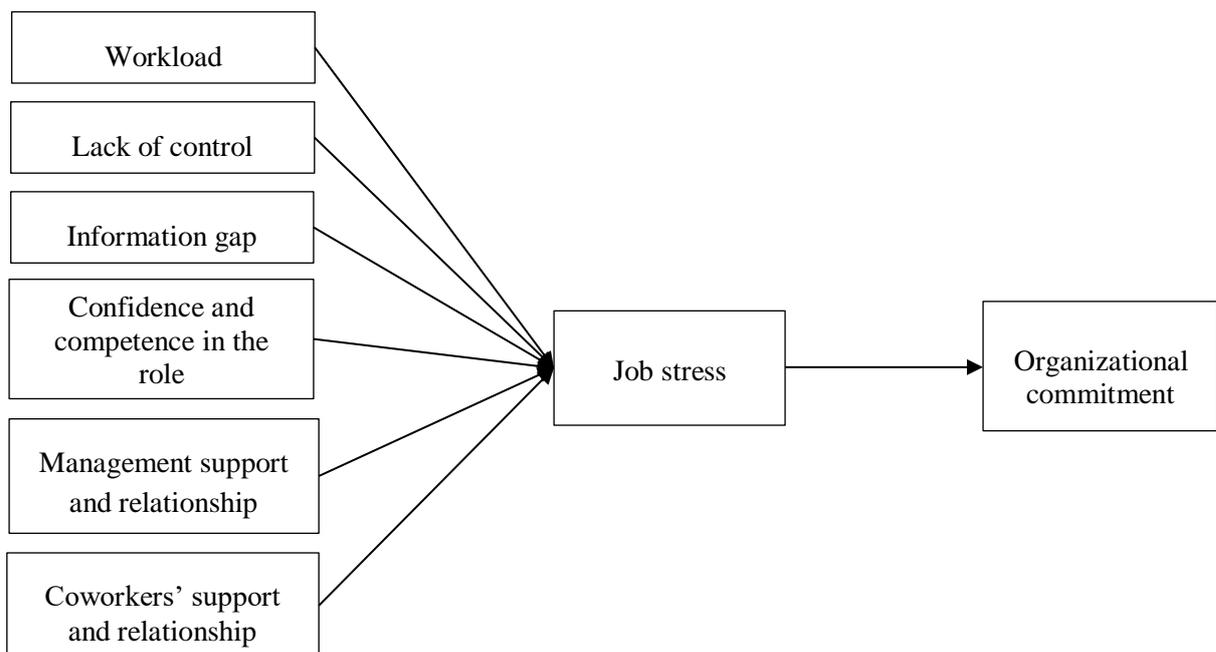


Figure 2. The research conceptual model

In the light of Fig. 2, the hypotheses are formulated as follows:

1. Workload has an impact on nurses' job stress in hospitals.
2. Lack of control has an impact on nurses' job stress in hospitals.
3. Information gap has an impact on nurses' job stress in hospitals.

4. Confidence and proficiency in the role has an impact on nurses' job stress in hospitals.
5. Management support and relationship has an impact on nurses' job stress in hospitals.
6. Staff support and relationship has an impact on nurses' job stress in hospitals.
7. Job stress has an impact on nurses' organizational commitment in hospitals.

Methodology

Different kinds of research are classified based on their objectives, methods and nature. Based on their objectives, researches include fundamental, applied and practical researches. This research is a descriptive one because, in order to identify and describe the characteristics of variables, it is conducted in a given situation. Moreover, in terms of strategy, it is a survey research which refers to the research procedures in which the researcher conducts a survey on a sample or the society as a whole in order to describe the attitudes, thoughts, behaviors or characteristics of that society.

The population of the study consists of all nurses who provide healthcare services in different wards of Cyprus public and private hospitals which include, Makaries Paediatric Hospital, Nicosia new general hospital, Aretaeio Hospital, Nicosia Polyclinic American Heart institute, Appollonion Private Hospital. The total number of nurses in these hospitals was 647. To determine the sample size, Morgan table was used that 242 nurses were selected as the final sample. After follow-ups and collecting the questionnaires, 100 questionnaires were analyzed.

In this research, library method is used for collecting the literature of the study and field method for data collection. In order to identify factors affecting job stress, the standard models of (HSE, 2004b, Davis, et al., 1991 & Osipow, 1987) are used. After reviewing the literature of the study, finally, the variables of workload, lack of control, information gaps, confidence and competence in the role, relationship and management support, and communication and support of coworkers were considered as the factors affecting job stress of the nurses in Cyprus hospitals. On the other hand, as another objective of the research, it not only identifies the factors affecting job stress but also discusses its consequences, particularly organizational commitment. To his end, organizational commitment questionnaire of (Mohr & Puck, 2007) was also used.

The data collected from the questionnaire will be validated and reliable when their validity and reliability is tested and confirmed. Validity answers the question that the measurement tool to what extent can measure the intended characteristic. Face validity is one way to assess validity; hence, a sample of the questionnaire was given to academics and experts specializing in human resources management to have their comments on the integrity and transparency of the questionnaire. Finally, after making some editions, the validity of the questionnaire was confirmed during several successive stages. In this research, reliability was investigated using Cronbach's alpha coefficients. Table 1 shows the Cronbach's alpha coefficients for the variables of the research:

Table 1. Cronbach's alpha coefficients

Variable	Workload	Lack of control	Information gaps	Confidence and competence in the role	Support of the managers	Support of the coworkers	Job stress	Organizational commitment
Cronbach's alpha coefficients	0.793	0.747	0.728	0.847	0.707	0.751	0.743	0.792

According to the table 1, the values of Cronbach's alpha coefficient for all variables of the research are greater than the standard value of 0.7. Therefore, it is concluded that all variables of the research have the necessary reliability and the questions of the questionnaire have the ability to measure the research variables.

Finally, for data analysis and conclusions about the confirmation or rejection of the hypotheses, mean and regression tests were used. That is, using coefficient of correlation and estimation of regression model coefficients, the effect of workload, lack of control, information gaps, confidence and competence in the role, employment conditions, communication and support of the managers, and finally communication and support of the coworkers on the job stress of the nurses as well as the effect of job stress on the nurses' organizational commitment were evaluated.

Results

Before testing the research hypotheses, demographic characteristics of the sample including sex, age, education level, work experience, and employment statuses were analyzed the results of which are shown in table 2.

Table 2. Demographic characteristics of the sample

Demographic characteristics	Classes	%
Sex	Female	62
	Male	38
Education	Diploma	-
	Bachelor's degree	89
	Master's degree	11
Age	Less than 25	4
	26-35	44
	36-45	52
Work experience	Less than 2 years	4
	2-5	14
	5-10	37
	More than 10 years	45

As shown in table 2, 38% of the respondents are male and 62% are female. Also, 36-45 years old nurses (52%), and the nurses over the age of 25 (4%) create the largest and

lowest parts of the sample respectively. 89% of the nurses have a bachelor's degree and 11% are the holders of a master's degree. The largest percent of work experience (45%) belongs to the nurses with more than 10 years of work experience and the lowest percent (4%) belongs to those with less than 2 years of experience.

The correlation coefficient between the independent variables including workload, lack of control, information gaps, confidence and competence in the role, employment condition, communication and support of the managers and the communication and support of the coworkers and the dependent variable of job stress is shown in table 3.

Table 3. The correlation coefficient of the research variables

Variables						
Workload						
Lack of control	0.488**					
Information gap	0.483**	0.634**				
confidence and competence in the role	0.516**	0.516**	0.543**			
Support of the managers	0.198*	0.45**	0.366**	0.222		
Support of the Coworkers	0.187	0.22**	0.313**	0.013	0.003	
Job stress	0.326**	0.474**	0.598**	-0.688**	-0.37**	-0.006

* Significant at the level of <math><0.05</math>; **Significant at the level of <math><0.01</math>

As the results of the table 3 show, among the effective factors, there is a significant positive correlation among the variables of workload, lack of control and information gap. On the contrary, confidence and competence in the role and communication and support of the managers are negatively correlated with job stress. Moreover, there is no significant correlation between communication and support of the coworkers and the job stress of the nurses.

According to the research hypotheses, this study aims at evaluating the impact of workload, lack of control, information gap, confidence and competence in the role, employment conditions, communication and support of the managers, and communication and support of the coworkers on the job stress of the nurses. To this end, multiple regression method is used the results of which are shown in table 4.

Table 4. The results of regression model estimation (Dependent variable: job stress)

Variables	Coefficient	Standard error	Student's t-test	Significance level
Constant	0.369	0.39	0.945	0.347
Workload	-0.153	0.1	-1.522	0.131
Lack of control	-0.009	0.102	-0.086	0.932
Information gap	0.457	0.128	3.563	0.001
confidence and competence in the role	-0.493	0.081	6.053	0.000
Support of the managers	-0.204	0.101	2.011	0.047
Support of the coworkers	-0.155	0.118	-1.314	0.192
F-test (significance level)	22.164 (0.000)		Adjusted coefficient of determination	0.562

As can be seen in the table 4, the significance level of the workload variable is 0.131 which is greater than the significance level of 0.05 suggesting that this variable has significant effect on the job stress of the nurses. Regarding the variable of the lack of control, given its significance level of 0.932, it is concluded that it has no significant impact on the job stress of the nurses. Significance level of the information gap is equal to 0.001 and its regression coefficient is 0.457 suggesting that information gap has a positive and significant impact on the job stress of the nurses, that is, information gap can increase job stress among nurses. The significance level and regression coefficient of the variable of confidence and competence in the role are obtained 0.000 and -0.493 showing that this variable has a significant negative impact on the nurses' job stress. More confidence and higher competence of the nurses can help reduce their job stress. The significance level of the variable of communication and support of the managers is equal to 0.047 which is smaller than the significance level of 0.05 and its regression coefficient is -0.204. Therefore, it can be concluded that this variable negatively affects the nurses' job stress. This means that managers' continuous communication with the nurses and their supportive behaviors towards them can reduce the nurses' stress when they are performing their duties. Finally, the significance level of the variable of communication and support of the coworkers is greater than 0.05 which shows the insignificance impact of this variable on the job stress of the nurses.

Regarding the significance of the regression model, f-test was used. The value of f-test is equal to 22.164 and its significance level is 0.000 suggesting that the estimated regression model is significant and the results of the regression coefficients are valid and reliable. Additionally, adjusted coefficient of determination is equal to 0.562 suggesting that 56.2% of the changes in the dependent variable of job stress can be explained based on the independent variables of information gap, confidence and competence in the role, and communication and support of the managers. Thus, it can be said that among the considered variables, only the impact of information gap, confidence and competence in

the role, and communication and support of the managers on the job stress of the nurses was confirmed.

Table 5. Regression model summary

Model	R	R square	Adjusted R Square	Std. Error of the Estimate
1	0.767	0.588	0.562	0.55125

In addition to the identification of the factors affecting job stress, this research intends to investigate the consequences of job stress in terms of its impact on employees' behavior, especially their organizational commitment. This was done using regression test the results of which are shown in table 6.

Table 6. The results of regression model estimation (Dependent variable: job stress)

Variables	Coefficient	Standard error	Student's t-test	Sig.
Constant	1.277	0.251	5.092	0.000
Job stress	-0.572	0.088	6.471	0.000
F-test (significance level)	41.868 (0.000)		Adjusted coefficient of determination	0.292

According to the results of the table 6, the significance level of the variable of job stress is 0.000 suggesting its significant impact on organizational commitment. Given the regression coefficient of -0.572, this effect is expected to be negative and the nurses with a higher job stress have a lower organizational commitment. The value of f-test is 41.868 and its significance level is 0.000 implying the significance of the entire regression model. The value of the adjusted coefficient of determinations shows that 29.2% of change in organizational commitment caused by job stress can be explained.

Conclusion and Recommendations

Job stress is a concept that can influence individuals' intellectual and emotional balance and even their physical characteristics and, consequently job performance of employees in many companies all around the world. The researchers of human resources believe that high levels of job stress, due to various reasons, can be associated with negative consequences in the field of organizational behavior of individuals and, hence, will lead to reduced work motivation and job satisfaction among them and make them have a reduced sense of commitment and loyalty to the organization. Accordingly, in recent years, researchers have done many efforts to identify different factors which can affect employees' level of job stress. Nursing is known as one of the jobs that, because of its special nature, especially its relationship with the physical health of patients, may be associated with various sources of job stress. Because of such a relationship, it is important to conduct researches which can identify the factors and conditions that can affect nurses' job stress. This study was also an attempt to investigate the impact of factors

such as workload, lack of control, information gap, confidence and competence in the role, communication and management support, and communication and support of coworkers on the job stress of nurses. The results of correlation coefficient showed that workload, lack of control, an information gap can increase job stress while confidence and competence in the role, and communication and support of the managers can reduce the nurses' job stress. However, communication and support of coworkers had no significant impact on job stress. Moreover, testing hypotheses based on multiple regression analysis indicated that information gap has a positive impact on job stress while confidence and competence in the role, and communication and support of the managers have a negative impact on it. However, the significant impact of workload, lack of control, and communication and support of coworkers was not confirmed. Finally, identification of the consequences of job stress showed that those nurses with a lower job stress have a higher organizational commitment and even, compared with other employees, have a higher job satisfaction and intention to stay in the hospital. Therefore, managers of different organizations, including hospitals, should adopt appropriate strategies in order to reduce job stress of their employees. In line with results of the research, some of these strategies and solutions will be referred in continue.

Undoubtedly, the most talked about hot spot in the work environment is the amount we have to do, whether it involves work overload, the need to work long hours, shift working, managing others, or juggling work and home life.

In fact, the workload shows how far a person has the opportunity to do the assigned work and how much stress the burden of doing the work quickly is there. Thus, regulating the working hours for duties in the workplace can help to improve the individuals' health. Some of the services that the HR managers can provide their nurses with include the following:

- **Concierge service.** Achieving a balance between work and personal life is the ultimate goal of today's life. Nurses in the hospitals that use professional Concierge services by removing various deadlines experience less stress. In other words, the concierge service helps the employees with their daily tasks such as car washing, mailing services, restaurant food delivery and travel arrangements. Therefore, the nurses focus on their corporate responsibility without disrupting their normal life.
- **On-site child care.** One of the biggest stressors for two-income families or single parents is finding adequate child care. Some corporations offer on-site child care during the week or during summers when children are out of school. For instance, Plante & Moran, a global public accounting and management consulting firm headquartered in Southfield, Mich., even provides Saturday child care.
- **Flexitime.** An alternative approach to reduce the workload is by the use of flexitime system. Flexitime is the practice of permitting employees to choose, with certain limitation. In a flexitime system, Nurses work the same number of hours per day as they would on standard schedule, however personal needs can be accommodated without nurses being tempted to use sick leave illegitimately.

Flexitime also permit nurses to create their own work schedules to work at hours when they feel can function best and potential for better use of leisure time, personal business and recreation. In fact, flexitime leads to the creative scheduling that helps to increase motivation among the nurses and reduce their job stress.

- **Restructuring work teams.** Team working has the effect of both increasing and decreasing work-related stress levels. Much depends upon the design of the team and the methods of implementation used by employers. In the first case, there is a danger that team working can cause an increase in nurses stress levels through an increasing workload and some uncertainty as to what is expected of them in this new system of working. However, where nurses have been advised of the purpose and benefits of team working, successful team working can result in a reduction in work-related stress through enabling greater discretion over their working environment and increasing job challenges that lead to nurses wellbeing and a buffer against psychological strain (HSE report CRR 393 Effective Teamwork,2002)
- **Encouraging employees to take vacations and weekends off.** For instance, at PricewaterhouseCoopers LLP (PwC) If an employee sends an e-mail on a weekend, a pop-up screen reminds the individual, "It is the weekend and important to disconnect and allow others to do the same. Please send your e-mail at the beginning of the workweek"

Furthermore, through creating the necessary confidence and developing a sense of competence among nurses, managers can help them reduce their job stress. Using different tools, managers should try to institutionalize meritocracy-based principle as one of the main cultural values in different processes of the hospital. Compensation system is one of these tools; So that the highly qualified staff that have capabilities or have had significant progresses would enjoy benefits of the compensation, including direct financial compensation and indirect financial compensation and Non-monetary compensation.

Direct Financial compensation includes wages, salary, bonuses and commissions. And indirect financial compensation includes temporary leaves of absence, benefit and retirement plans. Non-monetary compensation includes achievement awards, team leadership opportunities, paid training, comfortable working condition.

Finally, human resource managers in hospitals should perform their different tasks such as hiring new human resources, holding training courses, human resources planning, job analysis, performance evaluation, etc. in such a way that a special human capital can be formed in the hospital and cultural values which are based on knowledge management and organizational learning can be institutionalized throughout the hospital.

The results of the present study reveals that the managers in the hospitals in case of reduction in the information gap for the nurses can diminish their work stress. Generally, the information gap leads to role ambiguity. Role ambiguity refers to the lack of clarity about one's role or the task demands at work. It occurs when an employee does not

understand or realize the expectations and demands of the job or the scope of the role. Research evidence has shown that Role ambiguity has been the most predictor of stress among new nursing graduate. In other word transition of new graduate nurse from an academic program to become a competent clinical nurse is stressful time. This stress relates to lack of competence including skill performance, responding appropriately to emergencies, admitting new patient, developing relationship with colleagues and patients. So the administrators are recommended to make the first step by clinical training program, thus to reduce the distance between the student and the professional nurse role. Another proposed solution is that human resource managers develop and adjust certain forms of job descriptions and develop accurate and clear job descriptions for each of the nurses in hospital wards.

In this research, lack of control was also considered as one of the factors affecting job stress which could lead to increased job stress among nurses. Accordingly, it is recommended that managers, through making necessary changes in hospital, help reduce the feeling of the lack of control among nurses. Through delegating different tasks to staffs in different hospital units, senior managers have to allow their employees to experience a more freedom and independence and make decisions in such a way whose results can bring about a better efficiency and effectiveness. In order to reduce the lack of control, top managers can ask employees, especially nurses, to participate in hospital planning processes particularly strategic planning and benefit their comments and suggestions in determining a favorable position for the future of the hospital. Reducing formality and removing many laws and regulations, work instructions and regulations will reduce many limitations caused by these formalities and regulations, and improve the participation of nurses in hospital processes.

Another predictor of employee well-being is the support provided by senior managers. In one study of NHS staff, employees from medical, nursing occupations were there times more likely to experience on episode of minor anxiety disorder where there was a lack of support from their line manager (Weinberg & Creed, 2000). Taken together, these factors demonstrate the importance of clear and constructive working relationships between managers and staff. Naturally, the leadership style of managers can influence the quality of the relationship between managers and employees and create a supporting atmosphere for the employees. In this regard, through adopting a participatory leadership style and creating an atmosphere of mutual trust, managers should be able to make a relationship between the higher and lower levels of the organization and through providing financial and moral supports try to resolve the work-related and even personal and family problems of their staff.

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