

The Effect of Organizational Stress on Individual Performance: A Study on Hospital Staff

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ABSTRACT

It is a general fact that, work life and individuals are affecting each other. If this trend is developing through the individuals' sake it will have positive consequences both for company and person. The mental and physical wellness of healthcare providers has great importance for the effectiveness and unity of health services that is provided by these workers. The main reason of low performance and threatening factor, that affects the healthcare providers, is stress. The purpose of this paper is to examine the effects of stress on performance on healthcare providers. The sample of the research is 100 healthcare providers working in a particular hospital. We used two scales named as stress and performance. Data obtained from survey are analyzed through the SPSS statistical program. As a result of the analyses, we have found that, organizational and managerial stress and physical conditions have a positive effect on job satisfaction, physical conditions and general conditions have a positive effect on compliance factor.

INTRODUCTION

According to World Health Organization, "Health is a state of complete physical, mental and social well-being and not merely the absence of disease or infirmity" (<http://www.saglikesifa.com/618-Saglik-nedir.html> (20.12.2012- 15:00)). Job-related stress starts when fulfillments of the working environment overpower the capacities of workers to deal with them (Milutunovic et. al., 2012, 171). Workers create and implement the strategies and innovations followed by organizations. If work force is developed and encouraged, then the organization develops too and accomplishes the aims. Therefore, it is important to encourage and protect employees. In order to increase success and efficiency in working life, labor performance should be increased. The well-being of workers, positioning them in the right jobs and correct work force planning are very important. One of the most important factors affecting labor performance in healthcare providers is the stress factor (Gonca, 2008, 1). The effects of stress on work-life are the most important concern of managers at all organizations. Because of this reason, managers should monitor the relationship between stress loads and job performance of employees. For instance, all physical disorders, depression, work accidents, turnover intentions, alienation had severe negative effects on job performance. Moreover, an employee who is not going to workplace because of physical disorder causes both workforce loss and rise at health expenses (Paşa, 2007, 104). Today's organizations pay big prices in order to deal with stress and they lose labor force. It is a significant necessity for organizations to take the required precautions, to be conscious about stress, to take stress under control and to keep stress at optimum level in order to prevent people from serious personal harms (Aktan, Saran, 2007, 299). The effectiveness of the organizations and performance levels of the employees depends on the stress level within the organization (Aksoy, Kutluca, 2005, 463).

The purpose of this article is to analyze stress and organizational stress concepts, main organizational stress factors that can affect individual performance in organizations at different levels and the effects of these factors on labor performance. Firstly, definitions were made and the subject was clarified, then it was focused on reasons, results and methods of stress. Moreover, their effects on labor performance, performance management and precautions to increase low performance were discussed.

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LITERATURE REVIEW

1. Stress and Organizational Stress Concept

1.1. Stress Concept

Today, stress is a word spoken not only by “a common man” but also by “a scientist”. The researchers conducted indicate that every person makes a different definition of stress. For instance, stress means fluctuation in a stock market for a businessman; it means the difficulty of attention and concentration for an air traffic controller in the observation room at the airport. The word stress coming from the Latin Word “estricitia” was used in the meanings of disaster, trouble and sorrow in the 17th century, then the meaning changed in the 18th and the 19th century and used in the meanings of force, pressure and duress used against people or objects (Adıgüzel, 2012, 164). Terms and expressions used to define stress are generally conceived as negative, bad and undesirable things. For example, the terms “depression”, “feeling like out of control”, “migraine or headache”, “time pressure”, “panic attack”, “bad temper”, “excessive working” and “insomnia” are generally used to mean what the stress is. Stress usually signifies negative experiences for individuals (Wienberg et al, 2010, 54).

Stress can also mean wrapping, bothering, pressing, binding and smothering (Tokmak et al., 2011, 50). Stress is a concept having an effect on individuals and affecting their behavior, work efficiency and relations with other people. Stress does not come out of nowhere without any signs. For stress to occur, people must be affected from the changes that occur in their environment. Every individual is affected from the changes in the environment, but while some of them are affected faster, others are affected less and later. Then stress is related to the effects of a change in the environment or individual’s changing the environment on her/him. Secondly, it means that characteristics of an affected person affect to what extent it is affected under these effects (Eren, 2001, 291).

In another definition, stress is discussed within the context of individual and her/his environment, and seen as a condition which occurs after pushing physical and mental limits and being kept under pressure and tension (Ertekin, 1993,4).

According to Samuel H.Klarreich (1996), stress means, *“It is the ambiguous physical and psychological reaction shown towards the actions perceived as a sign of danger and a warning for welfare and peace of people, and thereby discussed insufficiently”*. p.34

Following these explanations, when we talk about what stress is not (Aktaş, 1992, 154):

Stress is not a simple anxiety. While anxiety is seen in emotional and psychological way, stress is observed not only emotionally and psychologically but also physiologically.

Stress is not a simple neural tension. Neural tension can be caused by stress like anxiety. But they are different terms. While the people who can’t hold their temper reveal stress, some people hide it.

Stress is not necessarily something to hide. It can be a source of dynamism required for success. However, excessive stress gives more harm than benefits.

Dr.Hans Selye studied on stress for long years and made great contribution to stress-people relation.

The stress concept of H.Selye contains reaction mechanisms of the organism and it is known as *“General Adaptation Syndrome”*. According to this theory, the reaction of organism towards stress develops in three stages; *“alarm reaction, resistance and exhaustion”* (Sabuncuoğlu, Tüz, 2001, 232).

Alarm stage: It is the first condition in which organism perceives external stimulus as stress. Hormones step in here. Signs of stress are observed. If stress factor disappears, relaxation occurs and body slows down in such activities as sleep and digestion. If stress continues, the stage of resistance starts.

Resistance stage: If a situation suitable for adaptation occurs despite stressful conditions, resistance happens. The symptoms of organism in case of alarm reaction disappear. At this stage, the resistance of body is above normal level. If organism resists, stress can be overcome. But otherwise, intense and continuous tension weakens the defense of organism and brings it to the stage of exhaustion.

Exhaustion stage: If stress is long-term, the capacity of body is consumed. Defense reduces, and diseases occur.

We generally think that stress is a negative thing. In other words, we see stress as something, which consumes our mental and physical sources. While excessive stress can make individual incapable of

working, it can also create serious health problems. However, stress has a positive side. Such kind of stress results in physical and mental changes in organism, growth and maturing. The critical difference between positive and negative stress depends on how the person perceives stress causing event or environment and how s/he handles with it. In short, it means keeping the effect of stress at positive level all the time. Every individual has a "positive stress" level in which person is the most efficient. The main condition to deal with stress is to realize the times and situations when we are above or below this level. Experts say that some stress is necessary for all of us (Hisli, 1998, 17-21).

1.2. Organization and Stress

Organizational stress attempts to express a case belonging to the working environment and negative or stressful situations (Gök, 2009, 431). Stress is a condition in which personal characteristics and evaluations are highly effective. From this perspective, the question "which situations cause more stress in organizational life?" becomes more important than the question "What is organizational stress?" Therefore, stress is seen as a concept which incorporates the interaction of environment and individual (Ertekin, 1993,8). Throughout the history, people have been in an obligation to coordinate their efforts in order to realize their personal aims and to reach their targets. Within this period of coordination, people have realized that they can accomplish more than they can do on their own. And this social process of awareness has directed people towards organizing and forming an organization (Güler et al., 2001, 16). Stress is one of the most important problems in today's businesses in which competition is heavily experienced. The most effective factor in processes of job satisfaction, job performance and efficiency, not coming to work and end-of-service is stress. A tension and disappointment is in question that may result after the interaction of many factors related to the individual, with the group s/he is attached to, the organization s/he works and general environment (Tınaz, 2005, 37). Organizational stress is caused by the overlap of resistance expected from employees and their capacity. Recent studies have put forth that the reason of not coming to work is 50-60% job stress (Milutinovic et al. 2012, 172).

1.3. Factors Causing Stress

It is considerably difficult and complicated to determine the factors causing stress. Almost everything in an individual's life may lead to stress (Akdemir, 2010, 128). The factors, which cause stress, are called stressors. Stressors are examined under groups. These are (Sabuncuoğlu,Tüz, 2001, 235-239):

1.3.1. Physical Environment Conditions

The relation of "physical conditions of workplace" which is composed of such factors as light, sound, heat, air pollution, design and crowd with stress has been researched by various academicians (Sıgır, 2007, 179). The workplace of an employee and the physical conditions affecting her/him are closely related to the person's physiological and psychological structure.

Noise and Vibration: Being subjected to noise in an environment can do harm in two ways: first one is the risk of deafness arising from work, and the second one is that noise level can disturb the individual's psychological balance by increasing the sensitivity to sound (Weinberg, 2010, 104). The sound at the end of the scale can be felt as vibration. The sound below 16Hz is defined as infrared sound and can occur as a result of such reasons as t-movements or launching of devices. The health problems caused by being subjected to vibration can be loss of balance, fatigue, numbness or lazy fingers and possible bone injury (Weinberg, 2010, 127).

Lighting: One of the problems that occur in workplaces is the problem of lighting. Optimal conditions that will bring efficiency to the desired level should be created. In addition, here such factors as light intensity, distance and color are important (Ergun, 2008, 34). Good lighting is a condition required for better work performance, safe operation of work and nice workplace (Weinberg, 2010, 128).

Heating and Ventilation: Workplace should be frequently ventilated and normally heated. Heat levels out of the normal level cause nervousness, low efficiency, quick exhaustion, accident, headache and discontent (Ergun, 2008, 34).

Atmospheric Conditions: Low quality of air is caused by carbon monoxide, carbon dioxide mixed to the breathing zone, and other harmful gases and dusts, which occur in workplaces and mix with air. The rate of oxygen and carbon dioxide in the air is important. It leads to health problems and cause fainting and suffocation (Ergun, 2008, 34).

1.3.2. Organizational Factors

In addition to the stress factors arising from common reasons for all companies, there are also some stressful conditions specific to that organization and stemming from that job (Kaya, Keskin, 2008, 373). Sources of organizational stress that causes job stress constituted the question of many studies. In

literature, there are many classifications about the sources of organizational culture (Aydın et al., 2011, 25). However, general situations are summarized below.

1.3.2.1. Factors about Nature of Work

Excessive Workload or Working Less: It is the most common organizational stress factor. It is studied in terms of “amount” and “nature”. Workload as amount means that the individual has responsibilities beyond her/his capabilities. In terms of nature, it means that the work is too difficult or requirements of work exceed the intellectual background or technical capacity of the individual (Sıgri, 2007, 178). It means that there is an obligation to complete work within a certain time, the employee is not qualified for the nature of work or work standard is high.

Nature of Work: Works of senior management, uncertainty or works under time pressure are stress factors.

Occupational Diseases: Apart from the dangerous factors which put the employee's health in danger at workplace (accident, falling, injury etc.) and cause death, there may also be some factors that result in long-lasting diseases and injuries.

1.3.2.2. Factors about Organizational Structure and Management Structure

Organizational Structure and Climate: Among the sources of stress within the organization, we can state problems in distribution of roles, duties and responsibilities in organizational structure, disharmony of knowledge, skills and experiences of the employee with the ones required by the work. In this case, as the level of success expected from employees will decrease, stress levels of both employees and their managers will also increase. Organizational structure affects the individual's role in the organization and the nature of task. Because the decisions are generally taken from seniors towards subordinates in vertical organizations, employees do not find enough chance to participate in decision-making. In horizontal organizations, decisions can be taken at lower levels, so participation in decisions can be ensured (Sıgri, 2007, 179).

Role Behaviors: It can be defined, as “*Role is the pattern of expected behaviors regarding particular positions of individuals within the organizational structure*”.

Role Conflict: Role conflict and ambiguity defined as an element, which explains instability, stress, and tension can be seen as another reason for stress (Soysal, 2009, 341). Role conflict means various inconsistencies and contradictions between the individual and her/his duty in the organization. Differences between the values owned by employee and the norms arising from the nature of work could result in role conflict (Gül, 2007, 320).

Role Ambiguity: When individuals do not have adequate information about their roles, role ambiguity is observed. Role ambiguity happens when employees cannot fulfill or understand the requirements of the role (Weinberg, 2010, 104).

1.3.3 Individual Factors

Personality: It is the most important one of the sources of individual stress. A Type and B Type personalities seen in individuals are fixed personality traits. A and B type personality traits are observed in researches conducted. Such traits as desire for promotion and success, excitement, emotiveness, impetuosity, tendency to complete works as soon as possible, quick temper, not enjoying listening exist in A type personality traits. In B type, there are such traits as being relax about work, self-confidence, accepting everything as is, being keen on her/his health, not competing with others, quality seeking at work.

If individuals have A type personality instead of B type personality, this can be regarded as the reason why those people experience stress and related problems more (Soysal, 2009, 341). As the employees with B type personality are patient and fortitude, they become more successful (Gümüştekin, Gültekin, 2009, 148).

Work Experience: A person can learn best from work experience. Experience is also regarded as the stress-reducing element. Work experience can reduce stress in two ways. Firstly, it is more possible for the ones working in the same job longer to obtain the stress-resistant characteristics. Secondly, individuals obtain and develop the mechanism of overcoming problems more in years.

Rate of Change in Life: It is the degree of whether the individual's life is stable or not. Different researches have indicated that even the small changes in people's life can be an advanced source of stress. It generally takes its effect a few years later.

1.4 Results of Stress

1.4.1. Individual and Organizational Results of Stress

High level of stress leads to various physiological, psychological and behavioral damages on people, negatively affects the physical and mental unity of employees, reduces performance and individuals may

experience difficult decision-making mechanism and behavioral instability (Yılmaz, 2006, 104). We can explain the Individual and Organizational Results of Stress as below (Sabuncuoğlu, Tüz, 2001, 242):

1.4.1.1. Individual Results of Stress

Physiological Results: Heart diseases, headaches and backaches, cancer, diabetes, cirrhosis, lung and skin diseases are observed.

Psychological Results: Family issues, irregular sleep routine, depression, psychological disorders and burn-out can be observed.

Behavioral Results: Smoking, alcohol, making accident, violence, reluctance attention deficit are observed.

1.4.1.2. Organizational Results of Stress

Stress is becoming an increasingly important concern for the companies since it can be resulted in having significant economic implications for the organizations and adverse publicity (Babatunde, 2013, 77). Stress causes a decrease in the productivity and efficiency of the employees, and as a result, increasing rate of occupational accidents, psychological and physiological problems experienced by the employees and the loss of qualified workforce result in additional cost to the companies (Okutani Tengilimoğlu, 2002, 22). Under stress, the employees get demotivated and start to experience health problems which resulted in performance loss, employee turnover rate, absenteeism and alienations in the organization. To explain it in more detail (Sabuncuoğlu, Tüz, 2001, 244):

Performance Loss: Stress has both positive and negative impacts on the performance and efficiency. Yerkes and Dodson in this regard carried out the first study in 1908 and they found a linear relation between stress and performance to a certain extent. Known as Y-D law, this study showed that after a certain point, increase in the stress caused a decrease in performance and efficiency. Overstress can have detrimental effects on the organizations especially as a result of the decrease in attention to certain activities that requires certain mental skills such as making a judgment or decision.

Employee Turnover Rate: Increased employee turnover rate may be the indicator that the employees are working under stress. Continuous work pressure prevents the employees from becoming integrated with the organization and having a job satisfaction.

Absenteeism: Stress situations such as wage, organization policy, monotony, work load and unfairness may cause the employees to take advantage of absenteeism (Yılmaz, 2006, 105).

1.5 Stress management

Many scholars define stress management interventions (SMIs) as “any focused action taken to reduce or lessen the stress experience by employees in their jobs”. Interventions defined by the focus area as; benefit of the individual, the organization and then both individual organizational interfaces. These various levels of interventions have been popularly conceptualized as primary, secondary and tertiary SMIs. Primary interventions are organizational best practices aimed at reducing, modifying or eliminating tensioned work demands that damage health and performance (Lamontagne et al., 2007, 270). For instance, job restore that eliminates stress factors, labor elasticity practices and organizational culture. Secondary interventions are to aid employees to deal with work stress for example; wellness programs, social events, stress management training and development. Tertiary interventions are however healing in nature and aimed at helping employees who already have symptoms of illness and other negative outcomes from work stress. Curative actions such as therapy, employee assistance programs, rehabilitation sessions and payments on injury claims are included this category (Babatunde, 2013, 78).

Scholars suggest that a multilevel approach to the management of stress might be introduced in three stages, such as (Weinberg, et. al., 2010, 241):

LEVEL 1: Awareness

This level comprises preliminary workshops, health fairs, lunchtime speakers, questionnaires or stress scales;

LEVEL 2: Employee-directed strategies and programs

This level comprises:

- Employee needs assessment
- Relaxation skills
- Behavioral, cognitive coping skills
- Work-life balance modification skills
- Program maintenance skills
- Assessment of program effectiveness
- Introduction of reinforcement programs;

LEVEL 3: Organization-directed strategies and programs

This level comprises:

- Organization needs assessment
- Identification of stress consequences
- Identification of organizational stressors
- Introduction of organizational change strategies
- Assessment of program effectiveness.

Styles of coping with the stress is differs for every individual. These are also reflection of their personality, beliefs and norms. Two most common ways of coping with stress are “emotion-focused coping” and “problem-focused coping”. The choice between two ways differs to individuals’ assessment of situation. Problem-focused coping is used for the design of relationships of individuals with outside world. Problem based behaviors focused on, changing situation, active, rational, cool and planned efforts.. emotion-focused coping is used for, enhancing the control of individuals on negative stress by the changing the meaning of current situation. This kind of strategies focused on, self-controlling, seek for social assistance and acceptance (Siğri, 2007, 182).

2. Performance

Performance is defined as the measurement of the results and resources to achieve the goals; achievement level of the defined goal; efficiency and quality of an activity with a purpose. It also can be defined as a complicated interrelation between certain performance indicators such as effectiveness, efficiency, quality, quality of the working life, innovation and profitability (Elitaş, Ağca, 2006, 347). The literature review shows that performance is mostly examined in two categories: individual and organizational performance (Gül, 2007,324).

2.1. Individual Performance in Organizations and Individual Performance Factors

Individual performance is defined as the individual’s performance of a work appropriate to the attributes and skills defined for him/her within acceptable limits (Ergun, 2008, 50). There are basically three factors that could affect the individual performance at various levels depending on the conditions. These are administrative factors, individual-related factors and other factors (Ergun, 2008, 50).

Administrative Factors: Even though considered to be related to the employee at first glance, individual performance is a concept related to the perception of the administrative mentality and leadership style within the business climate. Among the specific administrative factors regarding the performance increase are definition of mission and vision, definition of the strategies, leadership, participation, communication, motivation, stress management and performance evaluation (Özmutaf, 2007, 44).

Individual-Related Factors: The results of the stress factors affect the individual performance adversely as overstress affects the individual’s eagerness to work negatively, thus having a negative impact on the performance (Erbaşı et al., 2012, 101). Among the most important individual-related factors are socio-demographic features (age, gender, marital status, and educational background), cultural background, area of expertise and income perception (Özmutaf, 2007, 48).

Other Factors: Among the other factors resulting in a decrease in the performance are individuals’ practice of professions in specific fields, transfer of up-to-date technologies to the organization, deficiencies in social security and distance between the home and workplace (Özmutaf, 2007, 50).

2.2. Relation between Organizational Stress and Performance

Stress is the most important factor affecting the performance of an employee. Underperformance is the most important factor weakening the competitive power of a company and mostly seen as a problem resulted from the employee himself/herself (Yılmaz, 2006, 104)

Stress has both positive and negative impacts on performance. The relation between efficiency and stress levels explains how efficient the employees are. Stress has a linear relation with the performance and efficiency up to a point. After a certain point (breaking point), performance and efficiency show a decrease while stress increases (Ergun, 2008, 56). It is not right to think that stress has always negative impacts. There is a need for a certain level of stress for expressing high performance. It is necessary to consider the well-adjusted stress level as a factor increasing efficiency and performance (Yılmaz, 2006, 107).

There is a common view that the lack of job satisfaction will decrease the efficiency of an employee. Some of the management scientists argue that the lack of job satisfaction experienced by the employee could motive

him/her to show high performance. According to their studies, job dissatisfaction causes an employee to be effective, while job satisfaction makes him/her relax (Başaran, 1998, 160).

Organizations pay high price to deal with stress and experience labor loss. People are also negatively affected from the results of stress. Therefore, it becomes obligatory for the companies to become conscious of stress, to keep stress under control and to take necessary precautions in order to keep stress at an optimum level (Ergun, 2008, 1).

Hypotheses:

Our study examines whether the stress factors have an impact on or have a relation with performance. In order to do this, following hypotheses are developed:

H 1: There is a relation between organizational stress factors and performance.

H2: There is a relation between administrative stress factors and performance.

H 3: There is a relation between environmental factors and performance.

H 4: There is a relation between general stress factors and performance.

H 5: There is a relation between demographic factors and performance.

METHOD

This study was carried out to examine the effect of organizational stress on workforce performance, pointing out the Organizational Stress at Health Care Businesses. Planned to include the research questions of descriptive-relational type, the study was carried out using the questionnaire prepared by taking as example the questions used in the studies of Okutan and Tengilimoğlu (2002) and Ergun (2008). The study population includes all the staff (235 people) working in the Bolu Physical Treatment and Rehabilitation Hospital in July 2012 (July 5th- 11th, 2012). Convenience sampling method was employed in the study. A total of 100 questionnaire forms was distributed and collected. Out of the 100 questionnaire forms sent out, 80 were returned. Others were left out of the study since they were incomplete and there was a heavy workload. 80 people in total were evaluated. The rating scale is comprised of three sections. The first section includes 7 questions defining the demographic features of the participants. The second section includes a stress evaluation scale with 42 questions that aim to define the organizational stress factors in health care businesses. 5-point Likert Scale with rankings of 1 Strongly Disagree, 2 Disagree, 3 Undecided, 4 Agree, 5 Strongly Agree was used. Since all 42 questions are positive, strongly agree response represents the most negative and unfavorable rating while 1 strongly disagree represents the most positive one. Therefore, the ratings close to 5 means stress is increased and those close to 1 means stress is reduced. The final section of the questionnaire includes 9 questions defining performance. These questions are also prepared based on the 5-point Likert Scale. In conformity with the analysis of the study, reliability analysis, explanatory factor analysis, correlation and regression analyses were applied on the obtained data.

Validity of the Scales

To test the validity of the scales used in the questionnaire forms, confirmatory factor analysis was carried out with SPSS 20. Cronbach α was used to assess the reliability of the scales and the coefficient was found to be .891. In the first part of the scale, the stress scale was assessed. The factor analysis carried out using "Varimax" rotation technique first examined whether the data was in conformity with the analysis. For this purpose, KMO and Bartlett's test were conducted. KMO sampling adequacy value was found to be 0.864 and Bartlett's test result was found to be significant ($p < .001$). The findings indicate that the sampling is sufficient and data is normally distributed. As a result of the analysis, 4 factors were found with an eigenvalue more than 1, explaining 70.096% of the total variance.

In the scale, the factor explaining 24.37% of the variance is designated as "Administrative Structure" and it includes five items. The second factor "Organizational Structure" explains 20.10% of the total variance. The third factor "Physical Conditions" explains 16.37% of the total variance. The last factor explaining 9.23% of the total variance is "General Conditions".

Table 1. Organizational Stress Factor Analysis

Organizational Stress				
	Administrative Structure	Organizational Structure	Physical Conditions	General Conditions
A23	.795			
A34	.764			
A35	.751			
A16	.677			
A22	.645			
A33	.644			
A26		.838		
A29		.767		
A20		.752		
A25		.700		
A24		.680		
A38			.805	
A39			.783	
A37			.742	
A40			.729	
A11				.813
A30				.667

During the performance scale factor analysis in the second part of the whole scale, conformity of the data with the factor analysis was tested. For this purpose, KMO and Bartlett's test were conducted. KMO sampling adequacy value was found to be 0.882 and Bartlett's test result was found to be significant ($p < .001$). The findings indicate that the sampling is sufficient and data is normally distributed. As a result of the analysis, 2 factors were found explaining 67.662% of the total variance. In the scale, the factor explaining 46.89% of the variance is designated as "Job Satisfaction" and it includes seven items. The second factor "Adaptation" explains 20.72% of the total variance.

Table 2 Performance Factor Analysis

Performance		
	Job Satisfaction	Adaptation
B4	.808	
B3	.795	
B2	.767	
B5	.726	
B6	.835	
B1	.720	
B7	.631	
B9		.924
B8		.740

FINDINGS

Given the distribution by demographic features and age group of the staff in the health care business that participated in this study on the interaction of organizational stress and workforce performance, following findings were observed: 45% of the participants were from the age group of 25-35 years, 40% of those were 36-45, 15% of those were 46-55 and there was no employee above 55 years. According to the distribution of the participants by gender, %78.75 of them were female and 21.25% were male. Their marital status distribution revealed that 77.50% of them were married and 22.5% of them were single. Educational background distribution revealed that 78.75% of them had associate degree, 35% had bachelor's degree, 6.25% had master's degree and 20% were primary or secondary school graduates. Their terms of employment showed that 7.5% of them had less than 1 year of service, 18.75% had 1-4 years, 22.5% had 5-

10 years, 51.25% had 11 years of service and above. Their terms of employment in the current institution showed that 12.5% had less than one year of service, 17.5% had 1-4 years, 21.25% had 5-10 years and 48.75% had 11 years of service and above. According to the distribution by positions in the institution, 3.75% of the personnel were physicians, %32.5 were nurses, 31.25% were physical therapists-physical therapy technicians-radiology technicians and 32.5% were data preparation operators-cleaning staff-private security staff.

Table 3 shows the correlation between the research variables. Organizational stress evaluations of the participants show that administrative stress has positive correlation only with the job satisfaction. Similarly, organizational stress has significant correlation only with job satisfaction. Physical conditions has positive correlations with job satisfaction and adaptation. No positive correlation was identified between general conditions and adaptation.

Table 3 Correlations

Variable	1	2	3	4	5	6
1.Administrative	(.81)					
2.Organizational	0.00	(.92)				
3.Physical Conditions	0.00	0.1	(.91)			
4.General Conditions	0.00	0.01	0.16	(.75)		
5.Job Satisfaction	0.282**	0.466**	0.305**	0.77	(.81)	
6.Adaptation	0.173	-0.093	0.309**	0.229*	0.01	(.83.)

Taking the demographic variables such as gender and experience into account, a hierarchical regression analysis was conducted to show how significant impact do organizational stress factors have on performance. During the first step of the regression analysis, independent effects of the demographic variables were analyzed, while organizational stress factors were included and the explained variance was found in the second step. Table 4 shows the results of the regression analysis.

Table 4 Results of the Hierarchical Regression Analysis

Dependent Variable	Job Satisfaction		Adaptation	
	Model 1	Model 2	Model 1	Model 2
	β	B	B	B
Gender	0.48	0.38	-0.036	-0.66
Experience	.309*	0.132	-0.047	-0.115
Administrative		0.282***		0.136
Organizational		0.466***		-0.047
Physical Conditions		0.305***		.307**
General Conditions		.077		.294*
ΔR^2	0.030	0.430	0.030	0.219
ΔF	0.462	5.790***	.462	2.145**

***p<.001 **p<.01 *p<.05

As shown in Table-4, among the demographic factors, experience has a significant impact on the job satisfaction, but has none on the performance during the second step. When the organizational stress factors were included in the second step, it was observed that administrative stress, organizational stress and physical conditions had positive impact on job satisfaction. It was also found that physical conditions and general conditions had positive impact on adaptation.

Regression analysis results show that there is a positive correlation between administrative stress and job satisfaction (c). On the other hand, organizational stress has a positive impact on job satisfaction ($\beta = .46$, $p < .001$). Physical conditions both have an impact on job satisfaction ($\beta = .30$, $p < .001$) and adaptation (β

= .30, $p < .001$). There is also a positive relationship between general conditions and adaptation ($\beta = .29$, $p < .05$). The first model also showed that there is a positive correlation between experience and job satisfaction ($\beta = .30$, $p < .05$).

The findings satisfy the Hypothesis-1 (H 1: There is a relation between organizational stress factors and performance.), the Hypothesis-2(H2: There is a relation between administrative stress factors and performance.) and the Hypothesis-3(H 3: There is a relation between environmental factors and performance) and the Hypothesis-4 (H 4: There is a relation between general stress factors and performance.). However, Hypothesis-5 (H 5: There is a relation between demographic factors and performance.) was not accepted.

Conclusion- Suggestions

This study aims to examine the effects of stress factors of the performance of health care providers. To obtain data for the study, two scales were employed and as a result of the analyses, stress factor was divided into four categories, i.e. "Organizational Stress", "Administrative Stress", "Physical Conditions" and "General Conditions". Performance was also divided into categories, i.e. "Job Satisfaction" and "Adaptation". The correlation analysis showed that job satisfaction had no positive correlation with organizational stress, administrative stress and physical conditions. It was also found out that adaptation had positive correlation with physical and general conditions. Regression analysis results revealed that administrative stress ($\beta = .28$, $p < .001$), organizational stress ($\beta = .46$, $p < .001$) and physical conditions ($\beta = .30$, $p < .001$) had positive relationship with job satisfaction. Moreover, adaptation had positive relationship with physical conditions ($\beta = .30$, $p < .001$) and general conditions ($\beta = .29$, $p < .05$). According to the results, it can be said that "Physical Conditions" has an impact on both performance categories.

Health care providers are affected by the physical conditions as a matter of course. Long working hours, duties, long-lasting treatments and huge number of patients restrict the personnel in the workplace during their working hours.

As a result of the analyses we can argue that, long hours of working and using the same physical opportunities mostly effects the performance of employees. Poor physical conditions were a big reason of emotional stress and a cause of low performance. We found that there were also a relationship between administrative and organizational stress and performance.

Stress factors and the reasons of organizational stress in health care businesses must be well identified; necessary precautions must be taken at an individual and institutional level and legally and ethically required instructions must be provided. Health care businesses must pay attention to making sure that the personnel are kept informed and they must provide on-the-job trainings. Occasional social activities can be organized to reduce organizational stress, to improve corporate communication and promote sustainability. Awareness rising of the public and employees by the media will make a great contribution in this regard. We believe that the results of this study will contribute to the future studies.

It is also important to note that this study has some limitations. The most important problem comes out in the generalization of the results since the sampling in the study includes only a limited number of mid-level managers. A study with a more intensive sampling will provide results that are more reliable.

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