

Studying the Relationship between Employees' Indefatigability and Job Stress in Rafsanjan Executive Systems

Dr. Ziaaddini

Department of Management, Rafsanjan Branch, Islamic Azad University Rafsanjan, Iran

Mahdieh Tajabad

Student of Governmental Management (M.A), Rafsanjan Branch, Islamic Azad University Rafsanjan, Iran ¹

DOI Link: <http://dx.doi.org/10.6007/IJARBSS/v4-i1/527>

Published Date: 13 January 2014

Abstract

This research aims to study the relationship between employees' indefatigability and job stress in Rafsanjan executive systems. Statistical society includes formal employed employees in Rafsanjan executive systems containing 1737 people. Statistical sample is selected using random classification method proportional to sample size. Measuring tools include two questionnaires. Validity of indefatigability questionnaire was 0.91 and of job stress questionnaire was 0.94. Reliability of both questionnaires was also obtained by Cronbach alpha method 0.97 and 0.96 respectively. To test hypotheses Kendall and Spearman correlation coefficients were used. All statistical analyses were done using SPSS software. Results of testing research hypotheses show that there is a relationship between employees' indefatigability (commitment, control and challenge) and job stress in Rafsanjan executive systems; so it is suggested to explain these personal characteristics for people to resist against stress.

Keywords: Employees' indefatigability, Stress, Job stress

Introduction

Mental stresses is a challenging subject that is known as a pest for human forces in developed and ultra-industrial world and today people, managers and scientists in this field are much concerned about this subject (Abtahi, 298:2009). Life can be accompanied ever by stress and anxiety. Everyone faces several composition of needs and incompatibilities in life and every

*Corresponding Author: Mahdieh Tajabad, Student of Governmental Management(M.A),

, Rafsanjan Branch, Islamic Azad University Rafsanjan, Iran Email:m.t136666@gmail.com,
+989134511857

one, even persistent and strong people, will be broken up while confronting difficult conditions in life. They involve psychological problems under stressful conditions and lose to enjoy their life (Asadi, 9:2013). Top managers undertake high cost by these mental stresses. And just a few can avoid them.

There is enough evidence in this field that shows high mental stresses affect people's mental, physical health and efficiency and is known as one of organizational pests and has destructive effects on organization's function. Mental stresses decrease job satisfaction and commitment feeling to organization (Abtahi, 298:2002). In recent years, through extensive researches Kobasa and Meddy tried to study characteristics of people who resist against life stressful and avoidable changes and protect their mental and physical health. Meanwhile they find personal characteristics called indefatigability which has been studied in the field of psychological pathology continuously for twenty years and its components including control, commitment and challenge, are ever presented as obstacles against mental and physical disorders (Kobasa, 1979).

Kobasa presents indefatigability as a balancing factor against life stressful events specially involving physical diseases. He theoretically predicts that having this property makes people stronger against negative effects of life events and decreases probability of involving mental and physical diseases (Teymoori & Mashhadi, 102:2009). During past three decades role of balancing or protecting indefatigability in the area of several physical diseases is much studied. Expanded and much evidence shows that indefatigability relates to mental and physical health positively. People having high indefatigability evaluates stressful events more positive and controllable than people who have low indefatigability and this causes to stimulate physiology created by negative evaluation of event and is low in indefatigable people (Rowe, 20:1998). Today organizations pay much attention to employees' mental and physical health. Most managers believe that effectiveness is increasingly depends on their employees' loyalty and commitment. In other side employees imagine that managers and employers are responsible for their feeling and thinking problems. Because of this today managers pay much attention to mentioned problems. Unfortunately nervous stresses had bad effects on people's life in late of 20 century and a few people could avoid it. Increasing nervous stress is harmful for organizations and people and this affects their mental and physical health and functional task negatively.

Nervous stress is completely a personal subject because certain events may be stressful for a person but not for others. Certainly low-level nervous stress can affect one's job. Nervous stress in low level can help to life and in high level can destroy it. As mentioned nervous stress is a reaction created on conformed capabilities of mind and body. It will be pleasant and useful while enjoying it and if one's capabilities and abilities can't undertake it and imagine it disabled to demand, nervous stress will be unpleasant and harmful. So nervous stress should be studied and controlled increasingly (Doaee, 267:2006). Nervous stresses are from comprehensive problems during man history and make much negative consequences for these societies. In one hand these nervous stresses can be harmful for people and organizations' health and also for people who work in organizations. So regarding above mentioned there is a basic question for which the research tries to find an answer: Is there a relationship between employees' indefatigability and their job stress in Rafsanjan executive systems?

Discussion

In a research, Mashhadi and Teymoori Khalilabad (2009) study indefatigability and personal characteristics of learning blind students. Result of the research show that there is a negative meaningful relationship between indefatigability with renewing and a positive meaningful relationship between indefatigability and other variables (extroversion, resolution, agreement and conscience), results of this research show that this variable (indefatigability) can predict changes related to personal characteristics meaningfully. Shirvani et al (2009) in a research study the relationship between indefatigability and marriage pleasance among Iranian young married couples. Results of statistical studies show that a personal characteristic of indefatigability relates to marriage pleasance positively and meaningfully and predicts it. Also step by step regression analysis approves that commitment among indefatigability components shares increasingly to predict total grade of marriage pleasance and most of its subscales. After it, components of control and challenging share to determine marriage pleasance and its subscales. Koranian et al (2010) in a research study the relationship between indefatigability and control resource with job fatigue in nurses. Based on Pearson correlation coefficients test no statistical meaningful relationship is observed between job fatigue with age. Main findings show a meaningful reverse relationship between indefatigability with job fatigue and a meaningful positive linear relationship between external control resource with job fatigue and a meaningful relationship between internal control resource and job fatigue. Finch & Graziano (2001) in a research study the relationship between personality types and indefatigability of employees and conclude that there is a meaningful relationship between types of personality and indefatigability. Crowely et al (2003) in a research study the relationship between personal characteristic of introversion and extroversion with indefatigability and it is determined that introvert people have lower indefatigability than extrovert people. Meddy (2006) in more exact explanation to study protecting role of indefatigability presents evolutionary comparison methods and regressive comparison methods. In process of evolutionary comparison one changes negative events to positive events by emerging special behaviors, or at least decreases its harmful or negative aspects. Evolutional comparison method includes both mental and behavioral components. Based on mental component, one puts events in top of insight. This manner decreases threatening events increasingly. This decrease of threat provides a suitable opportunity to process event and its components exactly and finally conditions are met to emerge suitable behavioral component. In second method that is regressive method, one avoids to involve stressful events hopelessly instead of changing them.

In view points of many researchers people having high indefatigability use evolutionary comparison method while facing problems. Alavi & Kazemizadeh (2011) in a research compare the effect of managers' leading styles on employees' rate of stress in public offices regarding kind of their personality. The results of research show that autocratic-exploiting leading style affects increasing employees' stress by A personality and employees by B personality; and autocratic-benevolent leading style affects increasing employees' stress by A personality but it doesn't affect employees' stress by B personality. Partnership leading style effects employees' stress by A personality and employees' stress by B personality. So, it can be generally said that managers' leading styles affect stress regarding employees' personalities. Adibi et al (2011) in a research study role of job control relating to overburden, ambiguity and conflict of the role with civil-organizational behaviors, creativity, function, deviational behaviors and intention to turnover. Findings show that: 1- job control doesn't balance the relationship between ambiguity, overburden and conflict of role with function, turnover, creativity and organizational-civil behaviors; 2-job control balances the relationship between role conflict with deviational behaviors. It means that while increasing job control there is a negative meaningful relationship ($P < 0.01$). French et al (1998) in a research as "Differences of wage and salary compensation and job stress" conclude that in a cooperative study there is no difference in wage and salary among employees with mental stress and employees without mental stress. Osamo et al (2001) in a research as "Employees' job stress and job satisfaction in mental hospitals" conclude that employees with more work experiences, have less ambiguity in role and more job satisfaction. Alen et al (2006) in a research as "Job stress and organizational perceived effectiveness in formal groups: studying level and kind of stress" conclude that there is a negative relationship between job stress and organizational perceived effectiveness.

Research hypotheses:

Main hypothesis:

1- There is a relationship between employees' indefatigability and their job stress in Rafsanjan executive systems.

Secondary hypothesis:

1- There is a relationship between employees' commitment and their job stress in Rafsanjan executive systems.

2- There is a relationship between employees' control and their job stress in Rafsanjan executive systems.

3- There is a relationship between employees' challenge and their job stress in Rafsanjan executive systems.

4- There is a relationship between employees' indefatigability and their job stress regarding balancing variables (age, sex, year of education, work experience and marriage position) in Rafsanjan executive systems.

Methodology:

This research belongs to application and developmental researches from objective point of view and belongs to descriptive correlation researches from nature and method point of view for which needed data is gathered by library studies and field researches. Statistical society of the research includes all formal employed employees in Rafsanjan executive systems containing 1737 people.

Instruments:

In this research information was gathered by questionnaire (appendix B). Questionnaires used in this research include:

a-Indefatigability questionnaire: Employees’ indefatigability questionnaire includes 29 questions which measures by three components of commitment, control and challenge and is designed as five-option scale (so little, little, average, much, so much). Reliability of questionnaire was obtained 0.97 by cronbache alpha and its validity was obtained 0.91.

b-Job stress questionnaire: Questionnaire of job stress including 14 questions which measures by three components of job conflict, role ambiguity and physical environment and is designed as five-option scale (so little, little, average, much, so much). Reliability of questionnaire was obtained 0.96 by cronbache alpha and its validity was regarded based on previous researches.

Research findings:

There is a relationship between employees’ indefatigability and their job stress in Rafsanjan executive systems.

H0: There is no relationship between employees’ indefatigability and their job stress in Rafsanjan executive systems.

H1: There is a relationship between employees’ indefatigability and their job stress in Rafsanjan executive systems.

Data analysis shows that correlation coefficient of Kandal and Spearman test between two variables of employees’ indefatigability and their job stress in Rafsanjan executive systems are equal to -0.549 and -0.750 and by p-value (meaningfulness) of 0.000 and 0.000 and less than $\alpha=0.05$ meaningfulness level respectively. So, H0 assumption that is lack of relationship is rejected in this level and as a result there is a meaningful relationship between employees’ indefatigability and their job stress in Rafsanjan executive systems. Meanwhile negativity of correlation coefficient and fitted line slope shows a reverse relationship between these two variables. Also determinant coefficient between two variables is equal to (R^2 0.614) in other words 61.4 percent of changes are common between two variables (61.4 percent of changes for employees’ job stress is explained by their indefatigability) (Table 1).

Table1: Statistics of Kandal and Spearman correlation test related to the relationship between employees’ indefatigability and their job stress in Rafsanjan executive systems.

Employees’ indefatigability									Variable
Determination coefficient	Kind of relation	Relationship	Spearman			Kandal			Test
			Numbers	Meaningfulness	Correlation coefficient	Numbers	Meaningfulness	Correlation coefficient	
0/614	معكوس	دارد	231	0/000	-0/750	231	0/000	-0/549	Job stress

There is a relationship between employees’ commitment and their job stress in Rafsanjan executive systems.

H0: There is no relationship between employees’ commitment and their job stress in Rafsanjan executive systems.

H1: There is a relationship between employees’ commitment and their job stress in Rafsanjan executive systems.

Data analysis shows that correlation coefficient of Kandal and Spearman test between two variables of employees’ commitment and their job stress in Rafsanjan executive systems are equal to -0.474 and -0.666 and by p-value (meaningfulness) of 0.000 and 0.000 and less than $\alpha=0.05$ meaningfulness level respectively. So, H0 assumption that is lack of relationship is rejected in this level and as a result there is a meaningful relationship between employees’ commitment and their job stress in Rafsanjan executive systems. Also determinant coefficient between two variables is equal to (R^2 0.476) in other words 47.6 percent of changes are common between two variables (47.6 percent of changes for employees’ job stress is explained by their commitment) (Table 2).

Table2: Statistics of Kandal and Spearman correlation test related to the relationship between employees’ commitment and their job stress in Rafsanjan executive systems.

Commitment									Variable
Determination coefficient	Kind of relationship	Relationship	Spearman			Kandal			Test
			Numbers	Meaningfulness	Correlation coefficient	Number	Meaningfulness	Correlation coefficient	
0/476	Reverse	Yes	231	0/000	0/666	231	0/000	0/474	Job stresses

There is a relationship between control and their job stress in Rafsanjan executive systems.

H0: There is no relationship between control and their job stress in Rafsanjan executive systems.

H1: There is a relationship between control and their job stress in Rafsanjan executive systems.

Data analysis shows that correlation coefficient of Kandal and Spearman test between two variables control and their job stress in Rafsanjan executive systems are equal to -0.524 and -0.713 and by p-value (meaningfulness) of 0.000 and 0.000 and less than $\alpha=0.05$ meaningfulness level respectively. So, H0 assumption that is lack of relationship is rejected in this level and as a result there is a meaningful relationship between control and their job stress in Rafsanjan executive systems. Also determinant coefficient between two variables is equal to (R^2 0.557) in other words 55.7 percent of changes are common between two variables (55.7 percent of changes for employees’ job stress is explained by their control) (Table 3).

Table3: Statistics of Kandal and Spearman correlation test related to the relationship between control and their job stress in Rafsanjan executive systems

Control									Variable
Determination coefficient	Kind of relationship	Relationship	Spearman			Kandal			Test
			Numbers	Meaningfulness	Correlation coefficient	Number	Meaningfulness	Correlation coefficient	
5570/	Reverse	Yes	231	0/000	713-0/	231	0/000	524/-0	Job stress

There is a relationship between employees' challenging and their job stress in Rafsanjan executive systems.

H0: There is no relationship between employees' challenging and their job stress in Rafsanjan executive systems.

H1: There is a relationship between employees' challenging and their job stress in Rafsanjan executive systems.

Data analysis shows that correlation coefficient of Kandal and Spearman test between two variables of employees' challenging and their job stress in Rafsanjan executive systems are equal to -0.560 and -0.757 and by p-value (meaningfulness) of 0.000 and 0.000 and less than $\alpha=0.05$ meaningfulness level respectively. So, H0 assumption that is lack of relationship is rejected in this level and as a result there is a meaningful relationship between employees' challenging and their job stress in Rafsanjan executive systems. Also determinant coefficient between two variables is equal to (R^2 0.60) in other words 60.0 percent of changes are common between two variables (60.0 percent of changes for employees' job stress is explained by their challenging) (Table 4).²

Table4: Statistics of Kandal and Spearman correlation test related to the relationship between employees' challenging and their job stress in Rafsanjan executive systems.

Challenging	Variable
-------------	----------

Determination coefficient	Kind of relationship	Relationship	Spearman			Kandal			Test
			Numbers	Meaningfulness	Correlation coefficient	Number	Meaningfulness	Correlation coefficient	
6060/	Reverse	Yes	231	0/000	7570/-	231	0/000	5600/-	Job stresses

000

Discussion and conclusion

Results show that there is a meaningful reverse the relationship between employees' indefatigability and job stress in Rafsanjan executive systems that are accordant to following findings:

Meddy & Kobasa (1984) in a research found that there is a meaningful reverse relationship between people's indefatigability and stress on them (Daryabari, 2:2013). Meddy et(2002) al also in their researches found that people having high indefatigability involve stress and mental anxiety less. Kobasa also in his researches found that indefatigable people have capability to remain health during stressful periods and are deeply interested in their lives and have characteristics of control(ability to manage life), commitment(strong control on life events) and challenging (receiving change as an opportunity to learn and grow). According to results it can be concluded that people having more indefatigability and hard-face are less influenced by stress and as a result resist against stressful conditions more.

Persian References

- 1-Abtahi, H (2002). "Managing mental stresses", Tehran, magazine of Management Knowledge, Tehran University, Management College Press. No.12, Spring
- 2--Abtahi, H (2009). "Managing mental stresses", magazine of Management Knowledge, Tehran University, Management College Press. No.12, Spring
- 3-Asadi, M (2011) "Stress and anxiety". Internet paper in site: rasekhoon.net/article/
- 4-Adibi, J; Attari, Y & Rahimi, S ;Soleymani nia, L. (2012). "Relationship between hard-facing and its components with mental health in male students (A.A), Education and psychology magazine of Ahvaz Chamran university, No.3 and 4, pp 35-49
- 5- -Doaee, N (2006), "Relationship between dimensions of strength and immune system in managers of Khoozastan high schools, Isfahan behavior science researches center press, No.2 and 3, pp 20-28
- 6-Daryabari, F. 2013. "Job-sticking, pathology and treatment"; taken from Ziba web: www.zibaweb.com
- 7-Shirvani, M; Azadfallah and Allahyari, A. (2009). "Relationship between indefatigability and marriage pleasance in Iranian young married couple". Mental health principles. No.10. p.38 Tehran
- 8-Alavi, H & Kazemizadeh, H (2011). "Comparing the effect of managers' leading styles on employees' stress rate in public offices regarding their personalities". Research scientific magazine of behavior sciences, 5th period, p.33. Tehran
- 9-Kooranian, F; Khosravi, A and Esmaeeli' H (2010). "Studying the relationship between indefatigability and control resource with job fatigue in nurses." Research scientific magazine of public medicine. No.7, Mashhad
- 10- Mashhadi and Teymoori Khalilabad (2009) study indefatigability and personal characteristics of learning blind students. Magazine of psychological science, No.7. p 25, Tehran

Latin references

- 1)Allen, V. V., Prins, F. J., Elshout, J., & Hamaker, C. (2006). Intellectual ability, learning style, personality achievement motivation and academic success of psychology students in higher education. *Personality and Individual Differences*, 29: 1057-1068.
- 2)Crowely BJ, Hay JR, Hardy J. Psychological hardiness and adjustment of life events in adulthood. *Journal of adult development* 2003; 10: 237-48.
- 3)Finch G, Graziano W. Predicting depressing from temperament personality and pattern of social relations. *Journal pers* 2001; 69: 27-55.
- 4)Kobasa SC. The hardy personality: Toward a social psychology of stress and health. *Social Psychology of Health and Illness*. 1982; 8 (3): 300-330.
- 5)Rowe M. Hardiness, stress, temperament, coping and burnout in health professionals. *Official publication of the American academy of health behavior* 2001; 21(3): 31- 38.
- 6)Maddi, S. R., Harvey, R.H., Khoshaba, D. M., Lu, J. L., Persico, M., & Brow, M. (2006). The personality construct of hardiness, III: Relationships with repression, innovativeness, authoritarianism, and personality. *Journal of Personality*. 74: 575-597.

7)French, M, Loiselle CG, Duquette A, Semenic SE. 1998, Hardiness, work support and psychological distress among nursing assistants and registered nurses in Quebec. *J Adv Nurs*;*38(6):584-91*.