

THE IMPACT OF JOB STRESS ON THE JOB PERFORMANCE OF NURSES

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ABSTRACT

This study aims to identify the impact of job stress on the job performance of the nurses working in the Jordanian public hospitals in city of Irbid, to investigate whether there is a relationship between job stress and job performance, and on check if there are any statistically significant discrepancies in the level of job stress attributed to the variable (gender, age, educational qualification, marital status, work experience, workplace). In order to achieve objectives of the study, a questionnaire has been designed and developed for the purpose of data collection, copies of this questionnaire were distributed to a sample of (306) individuals accounted for 50% of the study of the population of the study which equals to (612) nurses, the Statistical Package for Social Sciences (SPSS) has been used to analyze the questionnaire data, depending on the frequencies, percentages and averages, and Pearson correlation coefficient and regression analysis to test the validity of the model, the effect of the independent variable dimensions (job stress) on the independent variable dimensions (job performance), the test (T) was used as well. The study concluded a range of results, most notably: The job stress of the nurses working at the Jordanian public hospitals in the city of Irbid was of a moderate level. The job performance of the nurses working at the Jordanian public hospitals in the city of Irbid was of a high level. There is a statistically significant inverse relationship between job stress and job performance. There were no statistically significant discrepancies in the level of job stress attributed to the variable (gender, age, educational qualification, marital status, work experience, workplace).

Keywords: Job Stress, Job Performance, Jordanian Public Hospitals.

JEL Classification: J28, J29

1. INTRODUCTION

Job stress is one of the topics that could not be avoided in the organizations as it affects all members of the organization, whether they are heads or subordinates. It is also considered as one of the most important issues that have received the focus of researchers' attention in the organizational behavior due to its reflection on the organization and the community and the individual, whether positive or negative, so the informed departments of the negative effects of the Job stress and the advantages of individuals' affiliation to the organization pay these areas the attention they deserve in order that the members of the organization will be a source of strength for their organization to be able to do their jobs effectively and efficiently.

Interest in human conduct in the organizations has become of the most important success factors, so it is necessary to respond to the needs of workers and their requirements because the increase and the improvement of the productive efficiency of the organization depend on them. Many studies have shown that the individuals' acceptance of their work generates feelings of satisfaction, but if they do not have congruence with their organizations this will generate job stresses that lead to the lack of stress psychological equilibrium, which in turn will be reflected on performance and productivity.

Due to the importance of job stresses, this topic has become one of the main fields of researches' interest in administrative and organizational thought. It is noted that most writings in this field is still at the theoretical analysis level and the applied studies did not receive but a small portion of interest.

Because of the importance of the subject of job stress and its reflection and its impact on the behavioral, psychological and administrative aspects related to the performance of the staff of organizations in general and hospitals in particular which a lot of challenges and difficulties nowadays caused by the intensity of work, and their role in society, the study has tackled these two variables to investigate the nature of the relationship between both of them at the Jordanian public hospitals in the city of Irbid and to identify their levels.

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2. PROBLEM OF THE STUDY

The job stress is considered a contemporary entrance to the study of organizations in social sciences, because organizations seek to achieve its objectives through human efforts, and the individual is the most important and the most production valuable element. Hence, the flaw, which affects the individual as a result of job stress, is directly reflected on the organization's performance and its ability to adapt to changing environmental conditions and to ensure its survival and continuity. In spite of the high and obvious interest of studying job stress, this issue has not received the attention at the local level, the dimensions of the problem have been determined by observing the complaints of many of the nurses at Jordanian public hospitals in the city of Irbid, and their murmuring of the existing conditions, as they feel unappreciated for their performance, despite their standing behind the achievements of those hospitals, and the emergence of some of the symptoms that indicate high job stress levels for these employees such as searching for excuses to miss work or the talk about dissatisfaction with the administrative procedures. This prompted such a study, as a prelude to determine job stress levels among nurses at Jordanian public hospitals in the city of Irbid. Moreover the researcher believes that the conscious administration must pay the job stress the bulk of the interest so nurses do their jobs effectively and efficiently. Therefore, this study aims to determine the sources of job stress (workload, nature of work, job security, and job role conflict and job role ambiguity) levels among nurses at Jordanian public hospitals in the city of Irbid and their relationship to job performance. The study problem has been crystallized in the following main question: what is the relationship between job stress and job performance of nurses working at Jordanian public hospitals in the city of Irbid?

3. STUDY QUESTIONS

Based on the main question of the study, the following sub-questions are to be answered:

What is the level job stress related to the following dimensions: (workload, and the nature of work, job security, and job role conflict and job role ambiguity) for the nurses working at Jordanian public hospitals in the city of Irbid?

What is the level of job performance of the nurses working at Jordanian public hospitals in the city of Irbid?

What is the correlation between job stress dimensions and job performance of nurses working at Jordanian public hospitals in the city of Irbid?

Are there any statistically significant discrepancies in the level of job stress attributed to the personal and functional variables such as: gender, age, educational qualification, marital status work experience and workplace?

4. OBJECTIVES OF THE STUDY

The study seeks to achieve the main objective that is: Analysis of the relationship between job stress and job performance. From this objective, the following sub-objectives are emerged:

Identify the level of job stress among nurses working at Jordanian public hospitals in the city of Irbid.

Identify the level of job performance the nurses working at Jordanian public hospitals in the city of Irbid.

Identify the relationship between job stress dimensions and job performance of the nurses working at Jordanian public hospitals in the city of Irbid.

Identify the variances in job stress and job performance among nurses working at Jordanian public hospitals in the city of Irbid attributed personal and functional variables (gender, age, educational qualification, marital status, work experience and workplace).

Make appropriate recommendations for the management of hospitals in order to reduce job stress and control over its impact on the job performance of the nurses.

5. IMPORTANCE OF THE STUDY

The importance of the study stems from its being addresses an important topic whose neglecting leads to negative consequences on the individual and the organizational levels, where the theme of job stress is linked to the job performance of the nurses working at Jordanian public hospitals in the city of Irbid, as Identifying the sources of job stress and its level and their impact on job performance helps the managers of those hospitals to absorb these stresses, to control and to reduce them to acceptable and reasonable levels then to stimulate nurses to improve their job performance. The study is also very important because of the scarcity of theoretical research that linked between job stress and job performance of the nurses constitute a scientific add in Arabic management literature.

6. HYPOTHESES OF THE STUDY

To achieve the objectives of the study were formulating the following hypotheses:

6.1 *The first hypothesis:* job stress does not significantly affect in the interaction between the patient and Jordanian nurses.

6.2 *The second hypothesis:* job stress does not significantly affect in the desire of achievement and perseverance among Jordanian nurses.

6.3 *The third hypothesis:* job stress does not significantly affect in the desire to influence and persuasion among Jordanian nurses.

6.4 *Fourth hypothesis:* There were no statistically significant differences between the averages of the estimates of the study sample on job stress due to personal and functional variables.

7. STUDY METHODOLOGY

The study is based on the (descriptive-analytical) approach which includes the use of the field method of data collection using a questionnaire in order to answer the questions of the study, and to test its hypotheses, as well as literature survey in order to take advantage of references to build the study background and the theoretical framework of the subject of the study.

8. THE STUDY POPULATION

The study population encompassed all the nurses working at the Jordanian public hospitals in the city of Irbid: Princess Basma Hospital, Princess Rahma Hospital, and Princess Badi'ah Hospital. The number of nurses in these hospitals has reached (612) nurses, according to statistics of the Ministry of Health of Jordan distributed as follows and shown in table (1).

Table (1) Distribution of the nurses working at the Jordanian public hospitals in the city of Irbid

Princess Basma Hospital	380
Princess Rahma Hospital	143
Princess Badi'ah Hospital	89
Total	612

9. THE STUDY SAMPLE

The study sample consisted of 400 nurses distributed on the three hospitals in the governorate of Irbid, representing 65% of the study population, the individuals of the study sample have been selected randomly, so (400) copies of the questionnaire were distributed, (312) copies them were restored, (6) copies of the questionnaire have been eliminated because they are invalid, thus only analyzed (306) copies of the questionnaire accounted for 50% of the study population, which is an acceptable percentage for the purposes of scientific research.

10. DATA COLLECTION

After reviewing many of the previous studies and the results that have been reached, and the scales used, a questionnaire[†] was developed to measure the relationship between job stress and job performance, the followings explain the parts of the study tool:

Part I: includes personal and functional information about nurses working at Jordanian public hospitals in the city of Irbid that are: (gender, age, educational qualification, marital status, work experience, workplace).

Part II consists of (25) items measure the dimensions of job stress represented as (workload, the nature of work, job security, and Job Role conflict, and the Job Role ambiguity), and the dimensions of job performance and of (interaction with the patient, the desire for achievement and perseverance, influence and persuasion). The variables: workload, nature of work and job security were measured by using Hindawi scale of the sources of job stress, as for role conflict variable and role ambiguity variable they have been measured by the scale developed by (McNeill and Sanvely) and translated to Arabic by Samir Askar 1988 who used it to measure the variables of job stress in the banking sector, after making some amendments to commensurate with the work of the study sample. The scale of Herbert Greenberg, Harold Feinstein and Patrick Sweeney was used to measure job performance, which was translated to Arabic by scientific Arab media company in 2001, and was developed by some amendments to commensurate with the work of nurses in hospitals.

Items of the questionnaire have been measured using Likert scales, consisting of five degrees that are: strongly agree, agree, sometimes, disagree, and strongly disagree.

Items of the questionnaire have been distributed on the job stress (5) dimensions that have been selected in this study, namely representing the dimensions of independent variables and the (3) dimensions of job performance representing the dimensions of the dependent variable, as shown in Table (2).

[†] See the questionnaire in Appendix 1

Table (2) Dependent and independent variables

Variables	Type of the variable	Sequence of items
Job stress	Independent	1- 25
Workload	Independent	1-5
Nature of work	Independent	6-10
Job security	Independent	11-15
Job role conflict	Independent	16-20
Job role ambiguity	Independent	21- 25
Job performance	Dependent	26 - 43
Interaction with patient	Dependent	26-30
Desire in achievement and perseverance	Dependent	31-38
influence and persuasion	Dependent	39-43

11. VALIDITY AND RELIABILITY OF THE STUDY TOOL

The questionnaire was presented to a group of arbitrators to check its content veracity, some modifications were made based on their notes, also a test study was conducted on a sample consisting (30) members of the study population to identify the degree of clarity and comprehensibility of the items of the questionnaire from their point of view, some of the items have been reformulated so that they are clearer and more comprehensible. As well as Cronbach's alpha coefficient was calculated for internal consistency which amounted to (0.77) that is suitable for the purposes of the study.

12. METHODS OF STATISTICAL ANALYSIS

To answer the study questions and to validate its hypotheses, the following statistical methods were used: Descriptive statistics measures, to describe the characteristics of the study sample, depending on the percentages, and frequencies, and to answer the questions of the study, and to order the variables of the study according to their relative importance based on the arithmetic averages.

Pearson Correlation coefficient to test the relationship between the independent and dependent variables.

Multiple regression analysis to test the impact of the independent variables as a whole on the dependent variables.

Test (T) for two independent samples ANOVA to measure the differences between personal and functional variables in the variable of job stress.

13. PROCEDURAL DEFINITIONS OF THE VARIABLES

13.1 *Job stress*: the obstacles that hinder the individual from doing his work consistently and as an independent variable it consists of the following dimensions:

13.1.1 *Workload*: the amount of work required to be performed by the nurse in terms of its size and diversity, where the time available to complete it is insufficient.

13.1.2 *Nature of the work*: asking the nurse to achieve a task that requires high skills and abilities which the nurse does not possess.

13.1.3 *Job security*: the limited opportunities for promotion and career growth and uncertainty of the future.

13.1.4 *Job Role Conflict*: nurse's exposure to a range of conflicting expectations of the role played in his work.

13.1.5 *Ambiguity Job Role*: It means the lack of clear and appropriate information to the nurse to perform the role required of him.

13.2 *Job performance*: the ability of nurses to do the tasks, duties and Job Responsibilities in less time and cost to achieve the maximum degree of performance.

14. PREVIOUS STUDIES

14.1 (*Hajaj, 2007*): study entitled "The impact of job stress on organizational commitment and job satisfaction among nursing staff in ALshefa hospital of Gaza strip." This research aims to measuring the level of job stress among nursing staff at the Palestinian hospitals in Gaza strip, finding out the relationship between job stress and organizational commitment, and exploring the relationship between job stress and job satisfaction. Moreover this research aims at figuring out the relationship between job stress and some demographic variables. To analyze the data of the study frequencies, percentage, means, and one way analysis of variance (ANOVA) were used, and T test, Pearson correlation ,scatter plot. The results indicated that:

1- Level of job stress among nursing staff in Al-Shefa hospital of Gaza strip was 79.28.

- 2- There is a negative significant correlation relationship between job stress and job satisfaction.
- 3- There is a negative insignificant relationship between job stress and organizational commitment.
- 4- There were no significant differences at the level of job stress due to demographic variables.

14.2 (Al-So'udi, 2006): study entitled "The Effect of Sources of Job Stress on Organizational Commitment by the Employees of Governmental Community Colleges at Al-Balqa' Applied University." The study aimed at recognizing the effect of job stress sources on the organizational commitment of the employees of governmental community colleges at Al-Balqa' Applied University. To achieve the objectives of this study, a questionnaire was developed and distributed to the study population which consisted of (1114) employees. A sample was chosen randomly, which counted (236) subjects forming (21.18%) of the study's population. The statistical package of social science (Spss.10) was used to analyze the data. In order to answer the questions of the study, Pearson's correlation matrix and descriptive statistical measures were used. Multiple regression analysis was used to test the hypotheses of the study. The study has reached the following conclusions:

- 1- There is a negative statistical relationship between the job stress sources and organizational commitment of the employees at Al-Balqa' Applied University.
- 2- There is a statistically significant effect of the job stress sources on the organizational commitment of the employees at Al-Balqa' Applied University. The study has recommended that the University administration should manage the sources of job stress, in order to encourage the employees' commitment at the University.

14.3 (Bashabsheh, 2005): study entitled "The Effect of Sources of Job Stress on Innovative Behavior of the Employees of Arab Potash Company." The study aimed at recognizing the effect of job stress sources on the innovative behavior of the employees of Arab Potash Company. To achieve the objectives of this study, a questionnaire was developed and distributed to the study population which consisted of (769) employees. A sample was chosen randomly, which counted (250) subjects, forming about (33%) of the study population. The Statistical Package of Social Sciences (SPSS 0) was used to analyze the data. In order to answer the questions of the study, Pearson's correlation matrix and descriptive statistical measures were used. Multiple regression analysis was used to test the hypotheses of the study. The study has reached the following conclusions:

- 1- There is a negative statistical relationship between the job stress sources and innovation behavior of the employees of Arab Potash Company.
- 2- There is statistical significant effect for the job stress sources on the innovation behavior of the employees of Arab Potash Company. The study has recommended that the company should face or deal with the sources of job stress, in order to encourage the innovative behavior of its employees.

14.4 (Young, 2005): study entitled "The Relationship of Physical Activity to Job Stress and Burnout in Neonatal Nurses in Texas." The study investigated the relationship of physical activity to job stress and burnout in neonatal nurses in Texas. The listing of registered nurses was obtained from the Board of Nurse Examiners of the State of Texas. A total of 1,060 questionnaires were mailed in May 2005, with a resulting usable sample of 1,007. The results suggested, with respect to job stress, that there is no difference in levels of job stress between newborn nursery nurses and neonatal intensive care nurses except that neonatal intensive care nurses have more stress from dying infants. The results suggested, with respect to burnout, that there is no difference in levels of burnout between newborn nursery nurses and neonatal intensive care nurses. With respect to physical activity, these findings suggest that there is no relationship between physical activity and job stress in neonatal nurses, but there is a relationship between emotional exhaustion and composite physical activity, moderate activity, and walking. The results, however, suggest there is no relationship between physical activity and depersonalization or personal accomplishment.

14.5 (Harris, 2005): study entitled "Use of spiritual-focused coping for managing stress among Black women." This study explored the use of spiritual-focused coping as a way of managing stress among working class Black women. It was hypothesized that Black women would use spiritual-focused coping as a first response to stress and that they would find it to be the most helpful in coping with stress. It was also hypothesized that there were additional factors, such as age, place of origin, household composition and number of children in the household that influenced the use of spiritual-focused coping among this population. Results indicated that working class Black women used three patterns of coping, spiritual-focused, cognitive-focused, and emotion-focused, and go back and forth at times- to help manage stress. The study found that other factors such as age and place of origin were related to the use of spiritual focused coping while the household composition and number of children were not related.

14.6 (Suliman, 2004) Study: This study aimed to identify:

- 1- Job stresses faced by workers in Ain Shams University hospitals in Cairo.

- 2- Relationship between job stresses and organizational commitment.
- 3- Relationship between the level of job stresses and variables (gender, age, length of experience, marital status, educational level, job specialization and administrative level).

The researcher reached the following conclusions:

- 1- There is a reciprocal significant correlation between job stress and organizational commitment at $\alpha = 0.01$.
- 2- The level of job stress among respondents is of average degree.
- 3- There are substantial differences in the relative importance of the sources of job stresses.
- 4- There are substantial differences in the relative importance of different sources of job stress according to the personal characteristics of workers in hospitals, except for the type and level of education and administration.

14.7 (Hareem, 2003) study: This study aimed to identify the extent of continuity of job stress among nurses in the Jordanian private hospitals and to determine the causes and sources that lead to continual job stresses and to identify if the differences in the continuity of job stress are due to demographic factors (such as gender, years of service, age, marital status, career level, educational qualification, length of service) of the respondents. The study included 550 nurses of the study population.

The study found the following results:

- There are continual job stresses to varying degrees with respect to various aspects of the work.
- Workers in nursing cadre at private hospitals in Jordan feel job stresses arising from various aspects and elements of the work they do, but to varying degrees, in terms of continuity.
- As well as the existence of differences in the extent of continuity of the job stresses due to some demographic factors.

14.8 Study (Ahmed, 2003): This study aimed to identify the types of pressures faced by doctors working in the public health sector and to study job stress and its impact on job satisfaction.

The Study reached the following conclusions:

- Doctors in public hospitals suffer from job stress.
- There is a significant effect of the worker age, marital status and educational qualification, experience and quality of job on the job stress.
- There is a relationship between the external environment factors and job stress.
- There is a reciprocal relationship between job stress and job satisfaction.

14.9 Study (Saadeh, 2003): This study aimed to measure job stress faced by nurses at hospitals in Nablus during Al-Aqsa Intifada in light of the variables gender and years of experience and the type of hospital, marital status, place of residence and academic level. The results showed a high level of job stress where total score equals 75%, it turns out that there exists differences in job stress due to gender in favor of males and hospital type in favor of public hospitals, and place of residence and in favor of nurses who live outside Nablus, and variable academic level and in favor of a bachelor's degree. The results also showed no differences in the level of job stress due to the variable years of experience and marital status.

14.10 Study (Lozi and Hunaiti, 2003): This study aimed to:

Identify the professional factors of job stress among workers in the Jordanian public hospitals.

Identify the impact of personal variables (gender, marital status, years of experience, job title, and monthly income) on the job stress.

The results showed a statistically significant relationship between the five professional factors of the study, namely:

1. The nature of the deal of the beneficiaries of the service, "the patient and his family."
2. The nature of the work "precision, risk, environment and workload."
3. The physical work environment "workplace".
4. Health and professional safety "infection".
5. Relations within the work environment "between superior and subordinate, lack of psychological comfortable atmosphere" and job stress.

It turns out that married couples and those with less years of experience, with small ages, middle-income and low-income people, and nursing workers are more pressing sense of job stress and there is no impact to the variable gender.

14.11 Study (Tong Piam, 2000): This study aimed at testing the relationship between the job stress and job satisfaction among nurses in hospitals of Thai Bangkok, the study found that there is a statistically significant negative relationship between the job stress and job satisfaction. The study showed that Thai women nurses suffer from moderate job stress.

15. THEORETICAL FRAMEWORK:

15.1 *Job Stresses and its sources*

Job Stresses have received a great interest by researchers in the field of administrative and organizational thought. However, determination of a comprehensive and accurate definition of job stresses has raised much debate, with some suggesting that job stress is the situation produced by a state of mismatches between the individual and his work, which creates an internally impact leading to psychological or physical imbalance within the individual. Job stress and feeling it is linked with the individual's personal and functional characteristics. Andrew and Mark suggest that job stress is a subjective experience that causes a psychological or physical imbalance of the individual resulting from external or internal factors in the organizational environment (Andrew and Mark, 1991). Al-Attiyah defined Job stress as a dynamic condition in which an individual is facing an opportunity, limitations or requirements related to what he wants but the associated results are realized as uncertain and important (Al-Attiyah, 2003). And it refers Gerald Greenberg et al refer that it is a complex pattern of emotional and physiological reactions in response to a range of social pressures (Greenberg et al., 2004).

Other researchers believe that theoretical entrances studying sources of stress is divided into two parts: the first considers that the main source of stress lies in the functional requirements themselves, and it emphasizes the pressing effect of these requirements in the excitability of workers responses, and the second focuses on the involvement of working conditions and the personal factors of the individual in causing temporary or permanent reactions, resulting from the different functions and its requirements and what is produced of opportunities and challenges (Mohammed Rofqi, 1995).

The (personal - environmental) model developed by Harrison and others indicates to the interaction between the individual characteristics and characteristics of the job environment in causing stress, and that the stress arises from the mismatch between the individual and his work. Thus, stress is a self-experience that causes psychological or physical imbalance of the individual, and is resulted from internal factors in the organization where employee works or from individual's subjective factors (Alsmaduna and Al-Rabiah, 1998).

Gibson and others have developed a model that shows the relationship between the various job stresses and its impact on the work, and the impact of the personal characteristics on this relationship. The model incorporates the two principal sources of job stress:

First, stress regarding the nature of work and its environment, and the role of the employees, including:

- A. Work environment physical stresses: include factors such as noise, heat, air pollution and others.
- B. Individual stresses: represented in the role conflict and the role ambiguity and excessive burden of work and the nature of work.
- C. Social stresses: The weakness in the relationship with co-workers.
- D. Organizational stresses: The weakness in the design of the organizational structure and the lack of specific policies.

Second, stresses linked to personal characteristics represented in mental, emotional, physical and demographic traits that affect an individual's interaction with job stress (Abdullah and Al Meer, 1996).

15.2 *Job performance*

Job performance could be referred to by many expressions such as productivity, efficiency and productivity and efficiency performance. Sometimes it may be expressed by effectiveness and efficiency. Oftentimes the effectiveness has been considered of the angle of the results reached by management, but the efficiency is used to express the investment of the available resources to achieve the set goals, that is effectiveness is concerned with reaching the results, while efficiency is concerned with the way followed to reach these results (Abdelwahab, 1979). The concept of performance refers to the product of the effort exerted by an individual or group of individuals to accomplish a specific job (Badawi and Mustafa, 1984). As well as the outcome achieved by the individual when doing a certain job (Haynes, 1989). Job performance is defined as the activity that enables the individual to get the job done or its allotted target successfully, depending on the normal restrictions of using the available resources (Al Meer, 1995). It is also defined as the actual results achieved by the individual in the organization in which he/she works (Hilal, 1996).

Job performance is linked to multiple factors; some of them under the control of the individual, and the other are outside of his control. the following summarized the most important factors,:

Individual: What he has of the knowledge, skills, interests and values, attitudes and motivations.

Situation: describes the organizational environment, where the function is done, which includes labor climate, supervision and the availability of resources and administrative regulations and organizational structure.

Performance includes a number of elements, including:

- Knowledge of the job requirements: Include professional skill and technical know-how and general background and related fields.
- The quality of work: includes precision, order, perfection, dexterity and technical mastery, the ability to organize and implement the work and being free from errors.
- The amount of work: contain the volume of work done in normal conditions and speed of achievement.
- Perseverance and trust: it involves dedication and hard work and the ability to take responsibility and complete the work on time, and the need for supervision and guidance (Abdullah, 1989).

15.3 *Job stress and job performance*

Many hospitals of all sizes and activities suffer from problems related to performance. Given the importance of job performance of the nurses and their large role, the need becomes more urgent to clarify the relationship between job stress and job performance.

Many studies have attempted to detect and determine the relationship between job stress and job performance, perhaps the inverted U shape is the most common in clarifying this relationship, which indicates that the low and medium stress levels motivate the individual, leading to increased reaction which prompts high level of performance. This shape also describes the reaction towards stress over time in addition to the impact of the intensity of stress on performance. Since the mid-levels of stress may have a negative impact on performance in the long run. As continuity of stress on the individual, leads to exhaust him so his performance will decline. (Al-Attayah, 2003).

Fayq believes that the relationship between job stress and performance is a volatile relationship governed by the intensity, strength and quality of the stresses, as well as individuals' responses and how much they were affected by it. If the stress level lies between high and low, then its impact on performance will be in average and depending on the nature of the individual in response the alarm. If the performance is low, it means the existence of cases of high levels of stress and vice versa, if the stress is low, it will be an evidence of the increase of individuals performance (Fayq,1996).

Others argue that the relationship between job stress and performance is a positive linear relationship, followers of this trend depict job stress faced by the individual as a catalyst for creative behavior and increase the level of performance, and the existence of low level of stress will not raise any kind of challenge to the individual, consequently his performance will be poor.

A third team considers that the relationship between job stress and performance takes the form of a curve, that when an individual is exposed to low or non-existent level of job stress, he maintains the current level of performance showing no improvement, but if the individual is subjected to high stress, he will spend his energies to adapt with these jobs, which will reflect positively on productivity and performance. When the stress is at a moderate level, it is a challenge to the individual stimulating him to raise his activity and thus performance because it represents a kind of excitement within the work leading to a sense of challenge, fun and innovation. But the supporters of the fourth team believe that there is no relationship between job stress and performance (Meer, 1995), (Kahn and Cooper, 1993), (Greenberg and Baron, 1984).

Despite the interest of a large number of researchers in the study of the relationship between and performance, but they did not agree on the form of the relationship between job stress and performance.

Hence, this study aims to explore the level of performance of the nurses at Jordanian public hospitals in the city of Irbid, and the level of job stress as a determining factor of the performance, then to determine the defect and to correct it which will help to achieve the desired levels of performance.

16. DATA ANALYSIS AND HYPOTHESIS TESTING

16.1 *The characteristics of the study sample:*

The study dealt with a number of demographic and functional variables of the individuals of the sample (gender, marital status, educational qualification, years of experience, age, place of work) The following table shows the characteristics of the sample.

Table (3) description of the study sample

Variable	Class	Sum	Percentage
Gender	Male	90	29.41
	Female	216	70.59
Marital status	Single	82	26.80
	Married	224	73.20
Age	Less than 30	120	39.22
	31 – 40	113	36.93
	41 – 50	61	19.93
	51 and more	12	3.92
Educational qualification	Diploma or less	163	53.27
	Bachelor	125	40.85
	Higher studies	18	5.88
Years of experience	Less than 3 years	49	16.01
	4 -10	103	33.66
	11 – 15	58	18.95
	16 years or more	96	31.37
Work place	Medical departments	194	63.40
	Outpatient clinics	60	19.61
	Emergency	52	16.99

From Table (3) it has been shown that the majority of the respondents were female, accounting for a percentage of (70.59%). While the percentage of males' equals (29.41%) of the study sample. For marital status, most of respondents were married forming a percentage of (73.2%), while the percentage of unmarried reached (26.8%) of the study sample. With regard to age, the age group (30 years and under) the highest percentage of (39.22%), while the age group of (51 and above) has the lowest percentage of (3.92%). The percentage of the workers in the medical departments was the highest percentage of (63.4%), followed by worker in Outpatient clinics percentage (19.61%) and the lowest percentage of worker in emergency (16.99%), for the scientific qualification the category of (diploma or less) has occupied the highest percentage of (53.27%), followed by category of (Bachelor) by (40.85%), while the percentage of respondents of the category (Higher studies) has a percentage of (5.88%). The highest percentage number of the years of experience variable was in favor of the group (4-10 years), which amounted to (33.66%), and the lowest percentage (16.01%) for category (3 years or less).

16.2 Answers of the questions of the study:

16.2.1 **To answer the first question, which stipulates:** "What is the level job stress related to the following dimensions: (workload, and the nature of work, job security, and job role conflict and job role ambiguity) for the nurses working at Jordanian public hospitals in the city of Irbid?" The arithmetic means, and standard deviations, the relative importance of the areas of work pressure and items were calculated as shown in Tables (4, 5). Taking into account that the scale used in the study to include organizational performance as follows:

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

Based on this the values of the arithmetic means reached by the study will be used to interpret the data as follows:

Arithmetic mean	Estimation degree
From 1.00 to < 2.60	Low
From 2.60 to < 3.40	Neutral
From 3.40 to < 5.00	High

But for the job stress the scale used in this study was as follows:

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

Based on this the values of the arithmetic means reached by the study will be used to interpret the data as follows, keeping in mind that the questions that measure the job stress were in the negative form so the low value means high response of the respondent :

Arithmetic mean	Estimation degree
From 1.00 to < 2.60	High
From 2.60 to < 3.40	Neutral
From 3.40 to < 5.00	Low

Table (4) Arithmetic means, standard deviations, and the relative importance of the study sample answers for the items of variable job stress

Item no.	Item content	Arithmetic mean	standard deviation	relative importance %	Estimation degree	Order according relative importance
1	The volume of work I carried out is too much.	.09	.09	1.76	High	1
11	I feel the limitations of growth and advancement opportunities.	.15	.24	3.01	High	2
8	I feel tired and fatigue during working hours.	.25	.19	4.97	High	3
9	My potential and my abilities are not exploited properly.	.47	.27	9.35	High	4
19	I made decisions and I have attitudes that affect the interests of others around me	.49	.26	9.87	High	5
25	Top management does not delegate broad authority to do business	.49	.24	9.93	High	6
16	I will perform some of the work in a way I think it's wrong.	.51	.31	0.13	High	7
15	Administration does not recognize the distinctive work that I perform.	.65	.33	3.07	Neutral	8
12	I feel insecure about the future of my career.	.69	.36	3.73	Neutral	9
20	I suffer from professional disagreements between me and co-workers.	.71	.27	4.25	Neutral	10
18	I need to do things contrary to my personal principles.	.72	.31	4.38	Neutral	11
13	The administration has not given me the opportunity to provide creative ideas to improve and develop the work.	.74	.37	4.77	Neutral	12
22	My job lacks clarity and specific goals.	.79	.34	5.88	Neutral	13
21	I'm not sure of the limits of my authority in my current job.	.82	.30	6.47	Neutral	14
14	The team whom I work with does not do				Neutral	15

	business distinctively.	.86	.33	7.25		
17	I work in the light of conflicting policies and guidelines.	.87	.37	7.32	Neutral	16
5	Increase in the burden of work compared to my colleagues.	.90	.23	7.97	Neutral	17
10	I think about changing my job.	.93	.42	8.63	Neutral	18
2	The dedicated working time does not allow the performing all what I am supposed to do.	.94	.28	8.82	Neutral	19
24	Rules and procedures and orders are understandable to all.	.00	.31	0.00	Neutral	20
23	I'm not sure of the responsibilities of my job.	.07	.32	1.37	Neutral	21
6	I feel the difficulty and complexity of the assigned tasks.	.37	.16	7.32	Neutral	2
7	I cannot accomplish a lot of my work during office hours.	.42	.25	8.43	Low	23
3	I consider the works required difficult and complex.	.45	.14	9.02	Low	24
4	Call for work is repeated during leave days significantly.	.53	.18	0.52	Low	25

From Table (4) it is demonstrated that item (1) has been ranked first with an arithmetic mean (2.09) and relative importance of (41.76%) and the degree of estimation (high), followed by item (11) with arithmetic mean of (2.15) and relative importance of (43.01 %) and the degree of estimation (high), while item (4) ranked last with arithmetic mean of (3.53) and relative importance (70.52%) and the degree of estimation (low).

Table (5) Arithmetic means, standard deviations, and the relative importance of the study sample answers for the dimensions of job stress variable

Dimensions of job stress						
Dimension No.		Arithmetic mean	Standard deviation	Relative importance	Estimation degree	Order according to relative importance
3	Job security	.62	.01	52.37	Neutral	1
4	Job role conflict	.66	.94	53.19	Neutral	2
5	Job role ambiguity	.84	.05	56.73	Neutral	3
2	Nature of work	.89	.86	57.74	Neutral	4
1	Workload	.98	.86	59.62	Neutral	5
Total job stress		.80	.52	55.93	Neutral	

It is shown from table (5) the general mean of job stress is equal to (2.08) with a relative importance of (55.93%) and estimation degree of (neutral) which reflects the nature of human work of nurses. Job security

occupied the first rank with an arithmetic mean of (2.62) and a relative importance of (52.37%) while workload comes in the last rank with an arithmetic average of (2.98) and relative importance of (59.62%).

16.2.2 **The answer to the second question:** “What is the level of job performance of the nurses working at Jordanian public hospitals in the city of Irbid?

16.2.3

In order to identify the estimation of the nurses of their organizational performance in Jordanian public hospitals in the city of Irbid, the arithmetic means, standard deviations and the relative importance of the organizational performance with its dimensions as shown in table (6).

Table (6) Arithmetic means, standard deviations, and the relative importance of the study sample answers for the dimensions of job performance variable

Dimension No.	Dimensions of job stress	Arithmetic mean	Standard deviation	Relative importance	Estimation degree	Order according to relative importance
2	Desire to achievement and perseverance	.34	.49	86.89	High	1
3	Influence and persuasion	.33	.62	86.69	High	2
1	Interaction with patient	.27	.65	85.44	High	3
Total job performance		.80	.48	86.43	High	

Table (6) indicates that the average estimations of the individuals of the sample of the study of the total job performance was high with an arithmetic mean of (4.32) and a standard deviation of (0.48) and relative importance (86.43). “Desire in achievement and perseverance” dimension came in the first rank with an arithmetic means of 4.33 and standard deviation of 0.62 and relative importance of 86.69 and with a high degree. “Influence and persuasion” dimension came next with an arithmetic means of 4.34 and standard deviation of 0.49 and relative importance of 86.89 and with a high degree. “Interaction with patient” dimension came in the last rank next with an arithmetic means of 4.27 and standard deviation of 0.65 and relative importance of 85.44 and with a high degree.

16.2.4 **Question three:** What is the correlation between job stress dimensions and job performance of nurses working at Jordanian public hospitals in the city of Irbid?

16.2.5

The statistical results of table 7 indicate that there is a negative correlation between job stress and job performance. The value of the correlation coefficient is equal to (-0.163), which is statistically significant at the level of significance ($\alpha \leq 0.01$). The job stress dimensions (job security, Job role conflict) is correlated with job performance by correlation coefficients of (-0.116) and (-0.142) respectively, at the level ($\alpha \leq 0.05$). As well as there is a significantly negative correlation between job stress with (interaction with the patient, the desire for achievement and perseverance), by correlation coefficients of (-0.198) and (0.124), respectively, which are statistically significant negative at the level of significance ($\alpha \leq 0.05$, $\alpha \leq 0.01$).

Table (7) Correlation coefficients Matrix between job stress dimensions and job performance of the nurses working in public hospitals in Irbid

Independent variables	Dependent variables
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	Interaction with patient	Desire to achievement and perseverance	Influence and persuasion	Total indicator of job performance
Job security	-.114*	-.064	-.050	-.089
Job role conflict	-.087	-.033	.018	-.041
Job role ambiguity	-.122*	-.111	-.057	-.116*
Nature of work	-.074	-.114*	-.174**	-.142*
Workload	-.144*	-.019	.009	-.059
Total indicator of job stress	-.198**	-.124*	-.091	-.163**

* At $\alpha \leq 0.05$,

** At $\alpha \leq 0.01$

16.3 Testing hypothesis

16.3.1 **The first hypothesis:** job stress does not significantly affect in the interaction between the patient and Jordanian nurses (at $\alpha \leq 0.05$, $\alpha \leq 0.01$).

From Table 8 the validity of the regression model to test the first hypothesis is indicated due to the high value of calculated (F) that is equal to (5.508) than the tabulated value of (2.21) at the level of significance $\alpha \leq 0.05$ and degrees of freedom (5, 305), based on validity of the model, we can test the first hypothesis.

Table (8) Results of analysis of variance to ensure the validity of the model to test the first hypothesis

source	D.O.F	Sum of squares	Average of squares	Calculated F	Sig.
Regression	5	10.723	2.145	5.508	.000
Error	300	116.816	.389		
Total	305	127.538			

From table (9) it is indicated that the dimensions of job role conflict and role ambiguity were statistically significant, in terms of high values of calculated (T) above the tabulated values at the level of significance $\alpha \leq 0.05$, so they have contributed in interpretation of the impact of the dimension of interaction with the patient more than the other dimensions, as the value of (T) of these two dimensions were (4.405-, -3.105), respectively, and the values of (Beta) coefficients enhance that amounting to (-0.333, -0.252), respectively.

Results did not show any significant importance for the rest of the dimensions of job stress, and the dimension of the nature of the job has the least impact between these variables, as the value of (T) equals (.493) and the value of coefficient (Beta) equals (.041).

Table (9) multiple regression analysis of the impact of the independent variable (job stress) dimensions collectively on the interaction with the patient

Dependent variable	Independent variable	B	Beta	Calculated value	T	Sig.	Test result
Interaction with the patient	Workload	-.077	-.102	-1.345	.180		Accept
	Nature of work	.031	.041	.493	.622		Accept
	Job security	-.080	-.125	-1.556	.121		Accept
	Job role conflict	-.228	-.333	-4.405	.000		Reject
	Job role ambiguity	-.155	-.252	-3.105	.002		Reject

16.3.2 **The second hypothesis:** job stress does not significantly affect in the desire of achievement and perseverance among Jordanian nurses (at $\alpha \leq 0.05$, $\alpha \leq 0.01$).

Table (10) Results of analysis of variance to ensure the validity of the model to test the second hypothesis

source	D.O.F	Sum of squares	Average of squares	Calculated F	Sig.
Regression	5	4.605	.921		
Error	300	67.873		4.071	.001
Total	305	72.478	.226		

From Table 10 the validity of the regression model to test the second hypothesis is indicated due to the high value of calculated (F) that is equal to (4.071) than the tabulated value of (2.29) at the level of significance $\alpha \leq 0.05$ and degrees of freedom (5, 305), based on validity of the model, we can test the second hypothesis.

From table (11) it is indicated that the dimensions of job role conflict and job security were statistically significant, in terms of high values of calculated (T) above the tabulated values at the level of significance ($\alpha \leq 0.05$), so they have contributed in interpretation of the impact of the dimension of interaction with the patient more than the other dimensions, as the value of (T) of these two dimensions were (-3.774, -2.917), respectively, and the values of (Beta) coefficients enhance that amounting to (-0.288, -0.237), respectively.

Table (11) multiple regression analysis of the impact of the independent variable (job stress) dimensions collectively on the Desire to achievement and perseverance

Dependent variable	Independent variable	B	Beta	Calculated value	T	Sig.	Test result
Desire to achievement and perseverance	Workload	-.077	-.102	-1.345		.180	Accept
	Nature of work	.031	.041	.493		.622	Accept
	Job security	-.080	-.125	-1.556		.121	Reject
	Job role conflict	-.228	-.333	-4.405		.000	Reject
	Job role ambiguity	-.155	-.252	-3.105		.002	Reject

16.3.3 **The third hypothesis:** job stress does not significantly affect in the desire to influence and persuasion among Jordanian nurses (at $\alpha \leq 0.05$, $\alpha \leq 0.01$).

16.3.4

From Table 12 the validity of the regression model to test the third hypothesis is indicated due to the high value of calculated (F) that is equal to (5.250) than the tabulated value of (2.29) at the level of significance ($\alpha \leq 0.05$) and degrees of freedom (5, 305), based on validity of the model, we can test the third hypothesis.

Table (12) Results of analysis of variance to ensure the validity of the model to test the third hypothesis

source	D.O.F	Sum of squares	Average of squares	Calculated F	Sig.
Regression	5	9.537	1.907		
Error	300	108.996		5.250	.000
Total	305	118.533	.363		

From table (13) it is indicated that the dimensions of job role conflict was statistically significant, in terms of high values of calculated (T) above the tabulated values at the level of significance ($\alpha \leq 0.05$), so it have contributed in interpretation of the impact of the dimension of Influence and persuasion more than the other dimensions, as the value of (T) of these two dimensions were (4.627), and the value of (Beta) coefficient enhance that amounting to (-0.350).

Table (13) multiple regression analysis of the impact of the independent variable (job stress) dimensions collectively on the Influence and persuasion

Dependent variable	Independent variable	B	Beta	Calculated value	T	Sig.	Test result
Influence and persuasion	Workload	-.077	-.102	-1.345		.180	Accept
	Nature of work	-.100	-.138	-1.808		.072	Accept
	Job security	.086	.119	1.424		.155	Reject
	Job role conflict	-.124	-.201	-2.492		.013	Reject
	Job role ambiguity	-.231	-.350	-4.627		.000	Accept

Fourth hypothesis: There were no statistically significant differences between the averages of the estimates of the study sample on job stress due to personal and functional variables.

The arithmetic means and standard deviations were used and test (T) for two independent samples (male, female) related to job stress variables according to (gender and marital status). It could be seen from the table (14) that there is no statistically significant differences between the estimations of the study sample due to variables (gender and marital status) where the value of (T) is greater at the level of statistical significance ($\alpha \leq 0.05$), thus the hypothesis (Ho4) is to be accepted. This result is attributed to both genders are exposed to social and work stresses in order to ensure better quality of life, this study agreed with the findings of the results of the study of (Lozi and Al Hunaiti 0.2003), and the study of (Khalil, 2007). But disagreed with the study of (Ahmed, 2003), which indicated there is an impact of the marital status on the job stress.

Table (14) (T) Test results on the estimates of the study sample as a whole on the tool related to job stress according to variables of (gender and marital status)

Variable	Variable classes	D.O.F	Arithmetic average	S.D	T-value	Sig.
Gender	Male	(1, 304)	2.7644	.57578	0.690	.491
	Female		2.8098	.50155		
Marital status	Single	(1, 304)	2.8117	.54518	.307	.759
	married		2.7909	.51706		

Arithmetic averages and standard deviations and unilateral variance analysis test were used to check whether there is a statistically significant difference of the estimates of the study sample on job stress according to variables (age, educational qualification, practical experience, the workplace), Table 15 shows the results of those tests.

Table (15) Unilateral variance analysis test of the estimates of the study sample on job stress according to variables (age, educational qualification, practical experience, the workplace)

Variable	Variable classes	D.O.F	Arithmetic average	S.D	T-value	Sig.
Age	30 years or more	(3, 302)	2.7577	.54819	2.425	.066
	31 – 40		2.7494	.47419		
	41 – 50		2.9115	.50174		
	51 years or more		3.0433	.71989		
educational qualification	Diploma or less	(3, 302)	2.8071	.52293	.090	.914
	Bachelor		2.7875	.52918		
	Higher studies		2.7622	.52270		
Years of experience	3 years or less	(3, 302)	2.7894	.50072	2.190	.089
	4 – 10		2.7526	.54304		
	11- 15		2.7041	.50178		
	16 years or more		2.9029	.51780		
Workplace	Departments	(3, 302)	2.7920	.52351	.600	.550
	Outpatient clinics		2.8540	.48101		
	Emergency		2.7469	.57469		

Statistical data in table (15) indicate that there is no statistically significant difference of the estimates of the sample attributed to variables (gender, educational qualification, work experience, work place) as indicated by the decrease in the value of calculated (F) below its tabulated value, which is equal (2.425) for age, (.090) for educational Qualification, (2.190) for experience , and (0.6000) for workplace, which is not significant at the level of significance ($\alpha \leq 0.05$). This result differed with the findings of the the studies of (Souad, 2003), and (Lozi and Hunaiti 0.2003).

17. CONCLUSIONS

This study aims to determine the impact of job stress on the job performance of nurses working at the Jordanian public hospitals in the city of Irbid; the study answered the research questions and come to the following conclusions:

The perception of nurses working in public hospitals in the city of Irbid of the dimensions of job stress level was neutral, job security came in the first place due to mismatch between the return and the efforts and requirements

of physical life, in contrast to the study (Suad et al., 2003) which indicated a high level of job stress of the nurses working in the Palestinian hospitals in Nablus.

The job performance of nurses working in public hospitals in the city of Irbid level was high. This result is due to the fact that the profession of nursing is primarily humanitarian, and it reflects the meanings and values of humanity, and reflects the giving without limits of nurses and their quest to provide quality service to patients. There is a negative correlation between job stress and job performance, which means that the more job stresses the less performance and vice versa.

There is a statistically significant impact of the dimensions of the job stress (job role conflict, role ambiguity) in the interaction between patients and nurses.

There is a statistically significant impact of the dimensions of the job stress (job security and Job Role conflict) in the desire of accomplishment

There is a statistically significant impact of the dimensions of the job stress (job security and Job Role conflict) in influence and persuasion.

There were no statistically significant differences in the level of job stress due to differences in variables (gender, age, educational qualification, marital status, work experience, workplace).

18. RECOMMENDATIONS

In the light of the results that have been reached, the study urges the management of hospitals to work to enhance the performance of nurses, and to help them overcome the pressures of work they face, and to get rid or reduce them because of their negative impact on the performance in the future, through:

- reducing the burden of work, because the study proved that the workload was too high.
- The improvement of the nature and working conditions to reduce fatigue and stress during the work period.
- Creating opportunities for growth, promotion by expanding career path and increasing the grades.
- Finding appropriate mechanism for the participation of nurses in the discussion and solution of their problems which contribute to enhancing the performance of their career.
- Intensifying training programs, on how to deal with the pressures of work, and increase learning opportunities, leading to the development of the nursing profession and enhance their role and performance.
- conducting more studies to examine the of job stress relationship with variables of: citizenship behavior and job frustration and others.

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Dear Nurse

The researcher is going to study the impact of job stress on job performance in the Jordanian public hospitals in Northern region.

Please read each item in the questionnaire, and answer it objectively and precisely keeping in mind that the given information will be only used for scientific research purposes and will be treated confidentially!

Thanks a lot

Please put the sign (x) in the proper choice

- Gender : Male Female
- Age : 30 years or below 40 – 31
 50 – 41 51 years or more
- Educational qualification : bachelor diploma or less higher studies
- Marital status: single married
- Practical experience : less than 3 years 10 – 4
 15-11 16 years or more
- workplace: departments out patient clinics
 emergency

Strongly disagree	Disagree	Neutral	Agree	Strongly agree	Items	Item no.
					The volume of work I carried out is too much.	1
					The dedicated working time does not allow the performing all what I am supposed to do.	2
					I consider the works required difficult and complex.	3
					Call for work is repeated during leave days significantly.	4
					Increase in the burden of work compared to my colleagues.	5
					I feel the difficulty and complexity of the assigned tasks.	6
					I cannot accomplish a lot of my work during office hours.	7
					I feel tired and fatigue during working hours.	8
					My potential and my abilities are not exploited properly.	9
					I think about changing my job.	10
					I feel the limitations of growth and advancement opportunities.	11
					I feel insecure about the future of my career.	12
					The administration has not given me the opportunity to provide creative ideas to improve and develop the work.	13
					The team whom I work with does not do business distinctively.	14
					Administration does not recognize the distinctive work that I perform.	15
					I will perform some of the work in a way I think it's wrong.	16
					I work in the light of conflicting policies and guidelines.	17
					I need to do things contrary to my personal principles.	18
					I made decisions and I have attitudes that affect the interests of others around me	19
					I suffer from professional disagreements between me and co-workers.	20
					I'm not sure of the limits of my authority in my current job.	21
					My job lacks clarity and specific goals.	22
					I'm not sure of the responsibilities of my job.	23
					Rules and procedures and orders are understandable to all.	24
					Top management does not delegate broad authority to do business	25
					I smile in the face of the patient without any formalities	26
					I Deal effectively with the patient's complaints and focus on the essence of his illness	27

Strongly disagree	Disagree	Neutral	Agree	Strongly agree	Items	Item no.
					I Sense the feelings of the patient and find out what he thinks	28
					I treat the Patient objectively regardless of gender or age or relationship with him	29
					I Make sure to speak with the patient	30
					I Stick to the official working times	31
					I have enough information about my job	32
					I am accurate in the completion of work on time	33
					I have the ability to act on the patient's condition	34
					I have the ability to adapt and do business in case of emergency	35
					I focus on the final results and care much about the means to reach it	36
					I understand the needs of the patient and I hasten to meet them without asking	37
					I pursue to tailor new solutions to suit the patient, rather than ready-made solutions	38
					I care about my professional appearance in front of the patient	39
					I Keen on mood and good foul serene and calm.	40
					I have the skills to communicate with the patient	41
					I am always in a state of activity and movement	42
					I Make sure to respond to inquiries about his patient.	43