
Ways of activating the role of the administrative leaders in treating work stress to improve job performance of employees

(A field study on the general education schools in northern Riyadh)

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Abstract

This study aimed to identify the causes of work pressures, and determining the factors of improving job performance according to the point of views of administrative leaders, and finding out the ways of activating the role of administrative leaders in managing work stresses .Descriptive and analytical approach used in this study. The study samples covered (795) persons. This study has found out that the target group faced high level pressures .Furthermore, the results show that job performance of employees can be enhanced through scientific specialization and training programs. The study concluded with a strategy of activating the role of administrative leadership in managing work pressures to improve employees' performance.

Keywords

Work pressures, performance, administrative leaders, and stress

1. Introduction

The success of any organization in achieving its goals measured by the number of variables; the most important of them is the success in work stresses management that faced employees.

Multiple sources of work stress may be issued by the amount of work adopted by the employee may be from managers' dictatorship, and psychological pressure of work and lack of compatibility of the skills and

abilities of the employee or because of the lack of clarity of tasks or roles 'conflict in work [21].

The pressures of work is a fundamental subject that researchers in the field of management focused on its study in terms of the causes and implications; considering that the pressure of work is one of the challenges facing contemporary organizations in achieving their own goals with the increase of competition it faces. Since the presence of high levels of stress career may be adversely affect individual performance, and hence the performance of the organization as a whole [8].

This topic has found a growing interest by researchers in several areas; because of its negative impact on the behavior of individuals and their attitudes and their performance at work and because of various environmental stimuli. A these pressures have made the individual lives in a state of anxiety and tension and emotion; thus affecting his health and physical interactions, and therefore reflected on his job tasks and his relationship with employees in organization.

The pressures of work that faced employees varied according to professional sources privacy of each work, as the degree of feeling of work pressures varies depending on many factors related to the same individual in terms of his character and level of education [26].

This study aimed to find strategies to activate the role of administrative leadership to manage the pressures of work to improve the performance of employees and thus improve work output.

1.1 Statement of the Problem

A lot of concepts such as work-related and job performance currently have changed. The researchers and scholars give work pressure great interest in researches and management studies in general and human resources, in particular, whereas the increase of work pressures adversely affect the performance of employees who cannot work efficiently and effectively. Production of employees linked with positive social and psychological conditions of the staff more than the physical changes associated with the conditions and circumstances of work [8].

The employee or worker is the basis of the success of any organization through his work performance and the amount of effort that he made as the only one capable of management of other resources of the organization. That has necessitated the attention to the employee and the follow-up of his performance and his suffering of the pressures at work that affect his raising morale and therefore the level of performance and the organization performance that he works for (Hussain, 2013).

1.2 Purpose of the study

This study sought to achieve the following objectives:

- 1-Identify the level of the impact of work stresses on employees' performance.
- 2-Identify factors of job performance improvements
- 3-Identify to what extent the administrative leaderships follow their optimum subordinators' steps.
- 4-Detect the most appropriate strategies that the organization management can follow to mitigate the effects of the work stresses on the staff and the level of their performance.

1.3 Research Questions/Hypotheses

In light of the research problem that seeks to detect the most appropriate strategies that followed by the administrative leadership to limit the negative impact of work pressures on the performance of employees. Research problem developed through the following questions to solve this problem:

- a) What are the causes of stress in the work environment?
- b) What are the factors of improving job performance?

- c) What are the most important proposals for the management of the pressures of work to improve job performance of employees?

The following main hypothesis based on the problem of the study:

There are no statistical function differences at the level of ($\alpha \leq 0.05$) function among the causes of the pressures of work and staff performance are attributed to personal characteristics (educational qualification, the number of experience years, age).

In addition, it subdivided into the following sub-hypotheses:

First sub- hypothesis:

- a) No statistical function differences at the level of ($\alpha \leq 0.05$) among the causes of work pressures and the performance of employees that is due to the educational qualification factor.

Second sub- hypothesis

- b) There were no statistical function differences at the level of ($\alpha \leq 0.05$) function among the causes of the pressures of work and performance factor attributed to years of experience of employees.

Third sub hypothesis

- c) There were no statistical function differences at the level of ($\alpha \leq 0.05$) function among the causes of the pressures of work and staff performance factor attributed to age.

1.3 Significance of the study

The importance of the study is due its relation with job performance and to what extent it influenced by work pressures that faced employees and the degree of employees' affection by various pressures, and activating the role of administrative leadership in the management of these pressures.

This topic is one of the topics that worth studying and researching because success linked to organizations' quality of staff performance. Therefore, the results of this study may serve superiors and subordinates in the various administrative sectors in general and the educational sector, in particular in the work stress management to improve job performance; and that really reflected in the statistical analysis and findings of the study.

This study will help in bridging the gap in research and Arab studies concerning the role of the administrative leadership of the organization in managing the pressures of work of employees in the educational sector. We will gain that by studying this subject in general education schools in northern Riyadh, and then provide this research for the researcher and the

Arab student to benefit from the findings and recommendations arising from it.

1.4 Delimitations

Spatial Limit: confined to the city of Riyadh.

Human limit: limited to the leaders and administrators of public education schools in north Riyadh.

1.5 Definition of Terms

Leadership: is the process that influences the behavior of individuals, groups in order to motivate them to work with clear desire to achieve specific goals [1]. There is another more comprehensive definition: is the art of influencing and influenced by the individuals and their scientific orientation in a way that enable them to earn their respect and obedience and cooperation in reaching certain goals [8].

The procedural definition of leadership in this study is to achieve the organization's goals by improving employees' performance by method of influencing.

Work stress: is negative reflection on the performance of staff as a result of the growing requirements in the work environment, which exceed the capacity of the person to give more [3]

The procedural definition of work pressure in this study is the individual response that happened because of job and its requirements that affect the employee's performance.

Job performance: Nasr (2002) defined it as "the achievement resulting from the translation of theoretical knowledge into skills through scientific and applied practice of these theories, and by the accumulated and acquired experience in the field of work, it is defined by Abdul Mohsen (1997) as "outputs or goals that the system seeks to achieve."

Performance procedurally defined in this study as any behavior the individual play to achieve any work for the success of the work.

2. Review of the Literature

2.1 The concept of work stress

Hans Seeley says about the pressure, "It cannot be avoided, except by death," but he added that everyone responds to stress differently, the person who looks at the career pressure as a threat to his existence and someone else can see it as a challenge that you may be more likely or less infection from your work' colleagues [12].

Before talking about the concept of work pressures, the meaning of stress should define:

1-It is a situation arises between people and their work and is making changes in their minds and makes them deviate from the normal performance.

2-The term for an internal or external change would lead to severe and ongoing emotional response [9].

3-The interaction between the motivations and stimuli in the external environment, and between individual response forms that is determined by foul and personal attributes [3].

The concept of job stresses

He defined work pressures as "sources that exist in the area of work and impose overloads on workers, and the consequent is a degree of tension and distress and is seeking avoidance or minimization," .He defined job pressure as" a state of imbalance, which produced when job environment demands be greater than individual's ability to confront or absorbed" [19].

Al-Nshwan (2003) indicated that the word of" work pressures" indicates the positions or situations which face the individual in his work, and that lead to physical and psychological changes as a result of actual responses to face them. These positions are at a significant degree of threat causing fatigue and tiredness and anxiety in terms of influence bred a bit of discomfort.

2.2 Types of work stress

According to Al-Nshwan (2003) work pressures divided into two kinds:

Positive pressures: They are useful pressures that generate the individual's sense of joy that was reflected on the in a positive and useful work production.

Negative pressures: They are harmful pressures that reflected negatively on the performance and productivity of the individual at work and those pressures lead to dissatisfaction in work and to the negative outlook towards work issues.

2.3 Elements of work stress

There are overlapping elements of the pressures of work summarized by Mohammed and Ahmed (2014) in three basic elements:

Stimuli: It is the primary stimuli resulting from feelings of pressures, , environment, organization or individual.

Response: It is the physiological, psychological and behavioral responses shown by the individual, such as anxiety, tension, frustration and others.

Interaction: It is the interaction between the triggering factors and the responded factors.

2.4 The causes of work stress

The most important causes in work or work environment are: hard work, the individual's personality is not compatible with regulatory requirements, competition for resources, conflict of roles, lack of clarity in the work and roles, the disruption of the physical working conditions, relationships, unbalancing personal events, and the impact of the individual [24]. The main source of work stresses in the organization that produces of bad events in practical life; therefore, the response of staff towards the pressures is a medium response; and that for deferrals of collective work style in order to take collective responsibility, which makes managers and leaders deal stresses indifferently: The low level of incentives which led to a rise in the degree of negative performance of employees [25].

There is a trace of the sources of job stress related to the individual (self-concept, capabilities, skills, mental health status, personal style, and personal conflict) in employee's performance level. Also there is a trace indicates that the sources of work pressures arising from the organization (organizational structure, wages, incentives, regulatory policies, decision-making process) in the level of employees' performance[11]. AL-Hadad (2008), added the following causes of work pressures:

Role ambiguity, job burden, lack of participation in decision-making, the surrounding environment, the psychological conflict of work pressures that result from the individual's psychological conflict between the need to be and the perception of the role that he plays.

Moreover, according to Hussain (2013) the special work stress levels was high in its public form, whether it is the result of the nature of work or ambiguity. Roles conflict or workload, the presence of the effect of a spiritual indication of branch dimensions of work pressures. In addition, the work stress are represented by (the nature of the work and roles conflict and roles ambiguity and workload) in the variable-response of (job performance).

2.4 The Importance of job performance and the relationship of the individual performance and the surrounding environment

First: the importance of performance evaluation: Staff performance plays an important and significant role in raising the employees' performance and development of the organization by raising the morale of workers,

giving them the responsibility and determine the appropriate current job of the individual. To determine the possibility of being transferred to another job, to provide information to employees concerning the degree of competence in work performance and identify eligible individuals to upgrade. That done by the performance to identify weaknesses in the performance of the individual and the control of presidents by observing presidents supervision capabilities through the results of administrative reports to senior management [5]. And to provide an objective and scientific basis for the promotion of individuals and grant bonus and incentives to them in order to increase production and thus improve the performance and detect the training needs and determine the types of programs and their development and discovery of more qualified individuals to occupy senior leadership positions (Al-Halaibah, 2013).

Second: Job Performance elements: According to Muasher (2009), job performance elements divide:

Employee: Whatever he possessed of skills, interests and motives.

Occupation: The characteristic of job requirements or challenges and highly challenging job opportunities.

Position: The characteristics of the regulatory environment that includes business climate, supervision, an abundance of resources administrative systems and organizational structure.

The impact of work pressures on performance:

The negative effects of stress on job performance are that they lead to tension that limits the required work performance, the increase of pressures leads to an inability to focus and tendency to accidents and disputes with others, as pressures lead to work tension and whenever tension increases, it may lead to a nervous breakdown.

The positive effects of pressures on the performance of the work are:

The individual's sense of challenge at work and innovation because of the excitement he feels, and it adds the appropriate size of the pressures to increase the motivation to work and persevering it [6].

2.5 Treatment of work stress

Despite the endeavor of organizations to alleviate the pressures at work, but they are not trying to eliminate them; because the appropriate amount of pressure is an interest of the organization which leads to competition at work and improving staff performance [14].

AL-Omari (2013) argues that the following methods could followed in the treatment of pressures or reducing them in work:

*Do not rush to judgment, but you must wait and monitor positions.

*Do not pay attention to the little things and you must do some different activities and exercises.

*Have short vacations for recreation, and enhancing friendship and sense of humor.

*Do not eat in the office, but the employee must enjoy his meal without being in a hurry.

Regulatory ways to treat the pressures of work

Pressures divided, according to Maher (2013) to:

Good application of the principles of administration and management, design of meaningful jobs, re-structure the organization design by so many ways. To treat stress problems such as adding a new organizational level or reduce the level of supervision or merge jobs, participation in decision-making and uncover the causes of the pressures of work and remedial activities in the business climate, such as working in a team or teamwork [14].

In additional, according to AL-Dosari (2010) the pressures of work can be hold by follow some steps such as rotate the work among the members of high ranks leadership and other units in the region, work on adding preferential points for working individuals in the centers of border guards when promotions data is prepared, increasing the number of individuals in the centers of border guards in proportion to the number of tasks, and holding training courses for workers of border guards in private to increase the ability to perform the work and cope with emergencies in addition to prevention of pressures.

Also, Khleifat (2010) stated that providing professional growth opportunities, including helping managers to work effectively, managing and limiting the level of work stress.

Reducing the pressure at work related to the individual through the development of various training programs, diversification and the separation between employees and social relationships, the pressures of relatives and friends, and the reduction of sources of high job stresses caused by job through the achieving of employees' interests and the rationalization of decision-making process [11].

The workers need to have A- work-training courses to be able to deal with the pressure of work. In addition, the improving of conditions of work environment as instruments and equipment can help to deal with work stress as well as improving the salaries of employees

and the development of incentives and promotions system to ensure job satisfaction [15].

Moreover, Peterson (2004) notes that the support of family and friends is the most important methods to ease the pressures of managers and the devolution of powers helps to alleviate the pressure on them.

3. Methods and Procedures

3.1 Study Design

In the light of the research objectives and questions that the researcher look for their answers. A descriptive and analytical approach adopted to reflect the social phenomenon under study. Quantitative and qualitative expressions are used, and this approach does not stop at collecting information to describe the phenomenon; but it goes to analyze and detect relationships and influences between its dimensions in order to interpret, and finding general conclusions that contribute in the improvement of reality (Bader, 2000).

3.2 Population and Sample Size

The study population consisted of two categories:

1-Category of administrative and teaching staff

A random cluster sample selected of the members of the administrative and teaching staff from all schools of general education of the Center of north of Riyadh by using the law of sample selection in the case of known as statistical community as follows:

a) A community size of (6000) teachers and administrators.

b) The desired sample size is (600) teachers and administrators.

c) The average number of teachers and administrators in schools = $6000 \div 195 = 31$ teachers and administrators in each school.

d) E- The selected cluster number was (schools) = $600 \div 31 = 20$ schools.

e) F-(20) schools selected out of (195) schools.

f) Thus the sample size were all teachers and administrators in the selected schools, has responded to the sample for this category are 450 teachers and administrators which was 75% of the sample proportion.

2- Category of schools leaders

All leaders of general education schools of the office of education in the north of Riyadh selected and their number is 195 school leaders and only (155) who have

responded in this category, by (79%) of the original community.

3.3 Study Methodology

Survey Questions Development: To achieve the objectives of the study two questionnaires were prepared, the first to measure the causes of the pressure of work and the most important proposals for the management of the pressures of work, from the point of views of the members of the educational and administrative authority in the schools. The second one for the detection of improving job performance factors and the most important proposals for the management of the pressures of work from the perspective of leaders of schools.

The veracity of the questionnaires has confirmed by the draft to display the point of views of (5) of the professors of the Saudi universities to express their point of views on the clarity of the questionnaire items and their suitability for the domain that put for. The extent of coverage of the questionnaire to all the needs of the study, deletion, or addition or modification in the light of views and proposals of the arbitrators, certain phrases deleted, some corrected, and reformed and the required work was done, thus the questionnaire measures the purpose for which it was developed.

3.4 Issues of Validity and Reliability

The validity and reliability of the study tool s tested as follows:

Table (1) The measurement of the correlation coefficients.

Axis	The number of expressions	Stability coefficient	Honesty
The causes of work pressures	5	.521	.722
The factors of the improvement of job performance	8	.785	.886
The suggestions of performance improvement and freeing of work pressures	5	.666	.816
Total	18	.763	.873

The data of table (1) indicates stability and honesty coefficient, which has calculated through the square root of the coefficient of stability. The total of stability coefficient of the phrases questionnaire has reached to 0.763, which is a very good indicator of the stability of the paragraphs of the questionnaire. The total of honesty coefficient has reached to 0.873, and coefficients of stability of the three axis of the study

are between 0.521 and 0.785, all of them are positive, and indicate high degrees of stability.

4. Data Analysis

Results calculated by the arithmetic mean value of the maximum score, whereas interval points have specified on the gradient. Through the (high range - the minimum divided by five levels of "very high, high, medium, weak, very weak"). $(5-1 \div 5)$ for the purpose of comparison between the averages and the order of the degree of influence and the degree of stress in the work environment. Thus level of requirements phrases have been described as follows: from (1.80 -1) is very weak, from (2.60-1.81) is weak, from (3.40-2.61) is medium, from (4.20-3.41) is high, $(5 - 4.21)$ is very high.

The following statistical measures were calculated: then the follow statistics have be done,

1-The arithmetic mean (Mean) in order to know the high or low individual responses of the study on the main axis (medium averages of phrases), knowing that it is useful in order of axis according to the highest arithmetic average.

2-The standard deviation (Standard Deviation) was used to identify the extent of deviation of the response of the study individuals for each phrase of the study variables phrases, and to each axis of the main axis of the arithmetic average.

3- One Way ANOVA test used for independent samples to identify whether there are statistical indicators differences among the members of the attitudes of the study community toward the study axis with their different variables.

4-The use of one-way analysis of variance to identify whether there is statistical indicator differences between the trends of community members toward the study axis with their different variables.

5-(LSD) was used" the least moral difference" to determine the benefit of the differences between variable categories of educational qualification which are divided into more than two categories.

Thus, the results analyzed using the Statistical Package Program SPSS "to reach the search results.

Study Results

Firstly: the discussion of the results relating to the first question.

The first study question is: What are the main causes of stresses in work environment?

To find out the causes of stresses in work environment the averages and standard deviations of the phrases of work stress axis were calculated.

Table (2) The arithmetic averages and the standard deviations of the causes of stress in the work environment from the point of views of the study sample members.

The expression number	The expressions	The arithmetic average	The standard deviation
3	The pressure of work increases when the previous experience is less.	4,12	1,301
1	The multiplicity of-tasks produce work pressure.	3,68	1,249
2	Heads stringent action leads to the pressure of work.	3,32	1,215
6	Poor relation with colleagues in work causes work pressure.	3,20	1,190
7	The lack of incentives and benefits leads to work pressure.	2,84	1,344
Total average		3,43	1,26

Table (2) clarify that the study sample suffer from high pressure in work environment that is evident from the overall average of the axis of the causes of the pressures of work (3.43). It evidenced by the results that the highest cause of work pressure from the viewpoint of the research sample is the phrase No. 3, which stated that the lack of previous work experience increases the pressure at work whereas this phrase came with an arithmetic average reach to 4.12. Followed by paragraph no.1 with an arithmetic average reached to 3.68, which stipulates that the number of employee' tasks increases the pressure at work. Paragraph 2, with an arithmetic average reached to 3.32 of work from the point of views of the research sample, which stipulates that the strictness of work heads lead to pressure of work. Then paragraph 6 made clear that the colleagues are of the causes of the pressure of work that came in the third place with an arithmetic average reached to 3.20. Finally, phrase

seven came, which showed that the failure of providing incentives and benefits leads to the feeling of work pressure with an arithmetic average reached to 2.84, came in the last place of the axis of the causes of work stress phrases.

This is consistent with Hussein study (2013) and the study of al-Dossari (2010) and the study of Peterson (2004) that the pressures of work resulting from the nature of work and the conflict of roles or multitasking.

The results of the study differed with Razak and Raash study (2013), whereas the study explained that the research sample suffer from high pressure at work as a reaction to the events of practical life and not a medium work pressure.

Secondly: the discussion of the results of the second question:

The second question of the study is: What are the factors of improving job performance. The arithmetic averages and the standard deviations of the phrases of this axis measured from the point of views of the sample as shown in the following table:

Table (3).

The average and standard deviations of the factors of improving job performance from the perspective of the study sample.

The expression number	The expression	Arithmetic average	Standard deviation
4	The scientific specialty increases the quality of job performance.	4,68	0,557
10	Training programs increase efficiency and skill in work performance.	4,64	0,638
8	Moral incentive is an important factor in increasing the efficiency of the performance of employee at work.	4.60	0,577

5	The attention of the heads affects the extent of employees work and their acquisition of skills and leadership experience to improve the performance of employees at work.	4,00	0,866
16	Organizational structure of the institution affects the development of the skills of employees.	3,76	1,052
	The total average	4,34	0,74

The above table indicates the point of views of the study sample point of views towards the influencing factors of improving job performance and its role in work improvement, and it came in a very high degree. Whereas the general arithmetic average of this axis reached to 4.34. The results sorted by SMA in descending order. The fourth term came in the first place with an arithmetic average reached to 4.68, which shows that scientific specialization improves the performance of employees. It followed by the tenth phrase with an arithmetic average reached to 4.64, which stipulates that the training programs affect the efficiency and the skill in performance of work. While the eighth term came in the third place with an arithmetic average reached to 4.60, which showed that the morale incentives as an important factor in increasing the efficiency of the employee's performance. Followed by fifth phrase with an arithmetic average reached to 4.00, which explained that the attention of the heads of the work affects the progress of employees, equip them with the skills. Besides leadership, experience to improve business performance. The 16 phrase came at last whereas it explained that the effect of the organizational structure of the institution of developing the skills of employees has less influence on performance with an arithmetic average reached to 3.76.

This is consistent with Razak and Raash study (2013) and the study of al-Dossari (2010) and study of Khelifat (2010). In addition to, the study of Zoubi (2009) and the study of the Hajjaj (2007) that the training courses is one of the most important factor of improving job performance, while the result of little incentives leads to lower level of performance, and the

clarity of the organizational structure of the organization helps to improve job performance of employees.

Thirdly: The discussion of the results relating to the third question:

The third question of the study is 'What are the most important proposals for the management of the pressures of work to improve job performance of employees?'

The arithmetic averages and the standard deviations of the phrases of this axis from the points of view of the sample is calculated to identify the most important proposals for the management of the pressures of work, as shown in the following table:

Table (4) The averages and the standard deviations of the most important proposals for the management of the pressures of work from the viewpoints of the study sample.

The
expression
numberThe
expressionArithmetic
averageStandard
deviation

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The provision
of
technological
capabilitiesand technical
training in
work
environment
as an assistant
in the
development
of the
employees
'skills and job
performance.

11

The provision
of material
resources in
work is a
motive to raise
the
performance
of employees
and increase
their skills in
working.

4.28

1.061

14

Hours of work
affect the
progress and
development
of the
performance
of employees.

4.20

0.764

17

Relation
between
colleagues in
work is a
catalyst in the
development
of their
performance

4.16

1.143

	their performance at work and it reduces the pressure of work they have.		
15	Organizational culture of the institution is reflected on the performance and it builds skills and develops the performance of employees	4.16	0.898
13	Labor laws is a factor that affects the development of the skills of employees and their progress in work.	4.16	0.624
9	Provision of financial incentives has its impact on the progress of employees and their job performance.	4.12	1.201
18	Employees' personal conditions affect their work performance.	3.84	1.313
Total average		0,95	4.18

The expression number	The expression	Arithmetic average	Standard deviation			and development of the performance of employees.		
12	The provision of technological capabilities and technical training in work environment as an assistant in the development of the employees 'skills and job performance.	4.52	0.586		17	Relation between colleagues in work is a catalyst in the development of their performance at work and it reduces the pressure of work they have.	4.16	1.143
11	The provision of material resources in work is a motive to raise the performance of employees and increase their skills in working.	4.28	1.061		15	Organizational culture of the institution is reflected on the performance and it builds skills and develops the performance of employees	4.16	0.898
14	Hours of work affect the progress	4.20	0.764		13	Labor laws is a factor that affects the development of	4.16	0.624

	the skills of employees and their progress in work.		
9	Provision of financial incentives has its impact on the progress of employees and their job performance.	4.12	1.201
18	Employees' personal conditions affect their work performance.	3.84	1.313
Total average		0.95	4.18

The above table refers to the orientation of the sample to the most important proposals that can use in the face of the pressures of work, and it came in a high arithmetic average of 4.18. It turned out that the most prominent proposals in the perspective of the research sample are:

- 1-Providing technological capabilities and technical training in the work environment.
- 2- Providing of helping material resources increases performance and increases staff skill at work.
- 3- Rationing the number of working hours helps the staff in their progress and development of their performance.
- 4 -The provision of financial incentives to help in the staff progression and improvement of their performance at work.

The results of this axis were consistent with previous studies.

Basic hypothesis testing:

No statistical function differences at the level of function ($A \leq 0.05$) among the causes of the pressures of work and staff performance attributed to personal characteristics (educational qualification, the number of years of experience, age).

To ensure the validity of the hypothesis, One Way ANOVA test has chosen as follows:

In table (5) it is noted that sig factor value for age factor is (0.263) which is more than (0.05), so we can say that there is no statistical indicator differences between the pressures of work and the age of the respondents.

As we can noticed in the table that sig, value of educational qualification factor is (0.026) which is less than (0.05), so there is a statistical indicator relationship between work pressures and scientific qualification. The value of sig factor years of

experience is (.735), which is more than (0.05) therefore; there are no statistical indicator differences between the years of experience and the pressures of the work.

Table (5). Variance of the study sample towards personal qualities variable (Age, educational qualification, and years of experience).

The factor		Sum of squares	Degrees of freedom	Average of squares	F	Function
Age	Between groups	2.866	4	.716	1.423	.263
	Inside groups	10.069	20	.503		
	Total	12.934	24			
Scientific qualification	Between groups	3.801	4	.950	3.486	.026
	Inside groups	5.451	20	.273		
	Total	9.253	24			
Years of experience	Between groups	.545	4	.136	.502	.735
	Inside groups	5.432	20	.272		
	Total	5.978	24			

Table (5) shows the existence of the impact of scientific qualification on working under pressure in the sense that the work pressures have affected by their scientific qualification, and to see the effect of different levels of scientific qualification, they have done multiple LSD tests as shown in the following table:

Table (6). LSD test to identify the impact of educational qualification on work Pressures.

		The difference average	Standard deviation	Function
Higher secondary school	Diploma	-.15625	.39875	.003
	Bachelor	-.18182	.34005	.599
	Master	.95833*	.42628	.036
Diploma	Diploma	-.2557	.39875	.003
	Bachelor	-.25000	.39817	.506
	Master	1.11458*	.39875	.011
Bachelor	Diploma	-.02557	.30483	.934
	Bachelor	-.22443	.30483	.470
	Master	1.14015*	.34005	.003
Master	Diploma	-1.11458	.39875	.011
	Bachelor	-1.14015	.34005	.003
	Master	-1.36458	.39875	.003

Table (6) shows that there are significant differences in the education qualification in master case are

higher than in the case of the rest of the educational groups.

The results of the study summarized in the following

- There is an effect of prior experience on the development and increase of job performance of employees, the amount of the tasks assigned to the employee affect the performance of his work.
- Fellows guidance has a positive effect on their work performance.
- The incentives and support from superiors encourage staff which improves job performance and increase efficiency at work.
- Scientific specialization helps in raising the skills of the staff at work.
- Training programs have positive impact in increasing the efficiency and skills of staff in the performance of work.
- The provision of financial resources is a catalyst for increase of performance and increase of job skills.
- The number of work hours affect the progress and development of performance among employees..
- Providing material incentives is important for productivity and performance improvement.
- personal circumstances affect performance at work.
- There is a statistical indicator of educational qualification in improving job skills among employees.

The study recommendations

In light of the context of the above findings, the study makes the following recommendations:

- Mitigate the level of work stress by following management strategies in accordance with the principles of modern management and the approach of humanitarian management by forming a committee to manage work stress in work environment.

The following-up of job performance and the factors that influencing it. However, the committee should composed of the following

- Administrative leader as 'Chairman of the Committee
- Under the administrative leader a 'Vice-President of the Commission'.

The membership of each individual in any section of the organization because individuals can assess the situation more than the supervisors of the sections can do. The vision of the committee of stress management

1. Work environment free from the pressures.
2. The quality of the performance.

The message of the committee of stress management

1. Providing an attractive work environment.
2. Reduce the pressures of work in order to improve job performance, which is a collective responsibility for all members of the organization.

Objectives of the committee of work stress

1. Finding the right environment to help employees realize their full energies and using for more production and creativity.
2. Promoting teamwork; with the participation of employees in decision-making.
3. Providing support services for employees during their work will help them deal with the positive requirements of business; and that by establishing entertainment activities outside official working hours.
4. Development of skills of employees in dealing with the pressures of work.
5. The change of work the nature, as the study has proved that the leading cause of the pressures of work and the conversion of work from duties only, as organized administration transfer what the employees owned of ideas and proposals and innovations factors of renewing and creativity that the organization management control.
6. The operation of the concept of human relations between senior management and employees because of its impact in promoting employees' motivation and improving their job performance and the application of modern concepts in management, as administration is a human profession before it is an administrative career.
7. The activation of putting the right person in the right place that suits their abilities and academic qualifications and their orientation which increases the acceptance of the work and abilities of creativity and in performance, and not the assigned work to outweigh their abilities and exceed the required time for completion.

The role of the commission of work stress management

1. Analysis of the causes of labor problems.
2. Analysis of the causes of stress in workplace.
3. Classification of pressures and conflicts within work environment.
4. Assessment of the current environment of work.
5. Putting a plan aimed at improving the environment of work.
6. Communication and coordination with specialized persons in the field of psychological, administrative and social sciences to hold courses and training programs to manage and face the pressures of work and these programs are:
 - a) Social skills training in communication with others and dealing with each character.
 - b) B-Training on problems solving both individually (through the collection and the analysis of data on the problem and the establishment and development of the work plan) or collectively (through brainstorming methods and focusing on a general approach to deal with the problems, not to solve a particular problem).
 - c) C-Developing self-management skills to balance between work and leisure activities and family commitments.

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