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Stress Management and its Relationship to Administrative Creativity in the Work Environment of Female Leaders – An Experimental Study on the Saudi Women Community

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Abstract

Work related stress is a common factor that occurs when the work load increase and become beyond the capacity to work. In the modern world, stress at work is a growing and real problem. Stress at work is a major issue for both individuals and organizations. High employee turnover, burnout, absenteeism, illness, low morale, and decreased productivity and performance are all possible outcomes. The majority of workers are unaware that they are under stress. They might act strangely without realizing it, which could affect their performance and health. Additionally, management disregards the fact that a stressful workplace affects not just its workers but also the organization's productivity. Numerous factors, including organizational and personal ones, can contribute to stress. The study was taken for a sample of 100 working Saudi women. The major findings of the study are married women, women who have completed only their schooling and women aged above 30 years of age undergo high stress at work.

Keywords: *Stress, Employees, Personal Problems, Work Life Balance, Job Stress.*

Introduction

One form of mental illness that is socially acceptable is stress. Over time, numerous researchers came up with their own definitions of stress. Stress at work is a serious issue for both people and organizations. Employees who experience stress may experience poor performance and inefficiency at work, burnout, poor health, low morale, absenteeism, and high employee turnover. An individual will experience stress when there is a disparity between the demands of the workplace and their capacity to meet those demands.

It is frequently noted that stress causes the body to react physiologically, and that the person may suffer from mental and physical harm. It is frequently noted that stress causes the body to react physiologically, and that the person may suffer from mental and physical harm. Workplace stress is caused by a number of factors, including a lack of autonomy, management behavior, a lack of opportunities or motivation to advance one's skill level, harassment, toxic work, an uneven workload, long hours, isolation, and damaged relationships among coworkers. According to the U.S. Department of Health, stress is an emotional reaction that is harmful and typically occurs when an individual's abilities do not match the requirements of their job. The employee's needs may include the resources needed to carry out their duties. One definition of stress is the interaction between a person and their circumstances. When a person lacks the

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resources needed to handle the demands and pressures of the situation, they experience this physical and psychological state.

According to Pappasolmou-Doukakis (2004), stress does not always have a negative effect; in certain circumstances, a suitable level of stress is necessary, and it will encourage the worker to finish their task. It serves as an inspiration.

Reviews of Literature

"Psychophysiological Stress Reactions in Female and Male Urban Bus Drivers of Stockholm Traffic in Sweden" by Gunnar Aronsson and Anita Rissler (1998). The researchers conducted a comparative analysis of male and female drivers who regularly operate vehicles in urban areas. Workplace conditions and viewing educational programs were the two main focuses. Ten full-time male and ten female employees were taken into consideration for this study. Blood pressure, self-reported mood, neuroendocrine, and work demands were among the dependent variables taken into account. The study found no significant sex differences in self-reported mood during bus driving, but noradrenaline, adrenaline, and cortisol exertion levels were significantly higher during driving hours than during comparison sessions (i.e., watching educational programs) for both male and female drivers. The researcher found that female drivers expend more psychological energy than their male counterparts. Therefore, this highlights the need for more research on the disparities in health and work-related stress between genders.

Amat Taap Manshor, Rodrigue Fontaine, and Chong Siong Choy, the researchers (2003) in their paper titled Occupational stress among managers: a Malaysian survey, published in *Journal of Managerial Psychology* made an attempt to examine sources of stress among managers working in multinational companies in Malaysia. A sample of 440 managers participated in the survey. The managers of 34 MNCs with operations in Malaysia were given access to the questionnaire. According to the survey, relationships at work are strongly correlated with workload and working conditions, which are key factors that cause stress in managers. It also showed that stress is also caused by certain demographic factors. It was discovered that a number of factors, including an excessive workload, working conditions, new technology, role ambiguity and conflict, risk and danger, video display terminals, relationships at work, and career development, are the main causes of stress for managers.

Sergeant Corey Haines (2003) "Police stress and the effects on the family". In order to comprehend the impact of stress on police officer families, the researcher conducted the study. The purpose of this study is to identify the detrimental effects that stress has on police officer families. Although it is impossible to separate police work from stress, the researcher tried to identify its causes and offer coping mechanisms. According to the study's findings, police officers' primary sources of stress include their shift work, low pay, conflicts with friends and family, irregular sleep schedules, and supervisors. The researchers advise holding training sessions to raise awareness of stressful situations and develop the capacity to comprehend their effects. They will be better able to manage the stress as a result. The officers should be scheduled for some individual counseling sessions, and any conversations that take place during these sessions should be kept private. They will feel more at ease and might open up and discuss their issues as a result. Overall, the study's findings suggest that stress is a natural part of being a police officer. Stress is caused by things like work shifts, low pay, and disputes among coworkers. Officers who receive the right training and counseling will be better able to handle stress.

John L.M. Tse , Rhona Flin, Kathryn Mearns.(2006) “Bus driver well-being review: 50 years of research”. In order to conduct the study, the authors reviewed a variety of research papers; 27 significant studies pertaining to stress were taken into consideration. The study's findings led the author to conclude that drivers' poor health is primarily caused by the nature of their work. According to the study, drivers' stress is caused by stressors like the physical surroundings, organizational problems, and job design. Moderator factors that contribute to stress among drivers include demographics (gender), employee personalities (types A and B), negative affectivity, and hardiness. Drivers may experience psychological, physical, or behavioral (substance abuse) disorders as a result of these factors. Driver stress results in poor health, which negatively affects the performance of the company by raising employee absenteeism, labor turnover, and accident rates. The researcher discovered that in addition to the stressors already mentioned, bus drivers' stress levels are exacerbated by passengers' aggressive behavior, heavy traffic, and strict work schedules. According to the authors, bus operators should take some steps to enhance the working environment in order to lessen stress related to their jobs. It is also advised that bus operators collaborate with researchers, trade unions, policymakers, and bus drivers in order to take steps to protect the drivers from stress.

P.S. Swaminathan, & Rajkumar S. (2010) – “Study on Stress Levels in Organizations and its impact on Employees' Behavior”. Researchers conducted a study that examined how the workplace environment affected the level of stress experienced by workers in various professions, age groups, work schedules, and job types. Bank officers, business organization leaders, business organization subordinates, and academicians made up the 250-person sample size used for the study. According to this study, some common factors that contribute to stress include meeting deadlines, managing abrupt changes, working with limited resources, and having high standards and expectations from employees. The researchers discovered that stress is caused by certain organizational role-related stressors, including role overload, role self-distancing, and role stagnation. According to researchers, each person should develop his or her own strategies or plans for handling stress. This can be accomplished by comprehending stressful situations and determining the causes, such as expectations from one's own family or other sources. forming healthy habits, such as eating a balanced diet, exercising frequently, getting enough sleep, and managing your time well.

Ipseeta, Patnaik and Mitra (2014) the researchers conducted study to identify impact stress on IT employees. Researchers Ipseeta, Patnaik, and Mitra (2014) carried out a study to determine the effects of stress on IT workers. The researcher claims that stress is the primary cause of behavioral consequences, which can include increased reliance, a lack of attention to family members, arguments and fights over trivial issues, a lack of commute, and unfairness. Cognitive repercussions could include an excessive focus on oneself rather than the task at hand, issues with memory retrieval or recall, and unfavorable aspects of life and work. More attention was paid to the boss's use of the words than to the context in which he did so. This indicates a decrease in responsiveness to incidental data. The employees' incessant anxiety and worry made it difficult for them to focus. According to the study, an employee's ability to manage stress is crucial. According to the researcher, workers make an effort to stay in shape in order to lower their stress levels. Numerous elements contribute to stress, including organizational work culture and job satisfaction, which are directly linked to stress. Job stress and organizational climate are significantly correlated, and higher levels of stress have a direct impact on the quality of work-life balance of IT professionals.

Carver et al (2010) discusses student's levels of stress in correlation to their locus of control. They found that students with very high levels of severe stress associate their stress levels to chance, where as students with mild or moderate stress levels do not associate too much of their stress to chance. Beyond the boundaries of the work environment, socio-economic and demographic changes to the workforce have blurred the lines between work and personal stress. Over the past few decades these changes have included an increase in the number of women in the workforce, a rising divorce rate and subsequent single parent households and a rise in the number of working mothers in both full and part-time employment

(Perry-Jenkins et al., 2000). Lazarus and Folkman (1984) describe occupational stress as the taxation of a person's adaptive resources because of job demands. Stress can therefore be understood as the period of adaptation when an imbalance between job demands and the response ability of the worker occurs. If the imbalance continues to be unrelieved, the long term effects would eventually lead to burnout being experienced by the person.

Greenglass, Burke & Konarski (1998) stated that an individual's burnout levels depend not only on stressful events in the work environment, but also on the availability of coping resources.

Wisniewski and Gargiulo (1997) have found that stress is potentially manageable through systems of social support in the work place by administrative management, superiors and colleagues.

Research Methodology

This research investigates the factors influencing the stress level of female employees in Saudi Arabia.

Methods

Both a quantitative and a qualitative approach were used in this study. The quantitative approach uses primary data to generate statistics about the demographics of female employees, however, the qualitative approach gives survey respondents a chance to voice their opinions and collects data through a review of the literature that yields descriptive findings about the causes of stress among the female demographics.

Data Sources

Survey questions served as the primary source and literature reviews served as the secondary source in the scientific data collection process. The primary data were gathered by distributing survey questionnaires to female employees in the Kingdom of Saudi Arabia. The survey has been thoughtfully designed to give specific information about the respondents, their jobs, factors influencing their stress level. In order to ensure participant understanding—since some may only understand Arabic as expected—it was also provided in both Arabic and English. In order to analyze the various factors and gain a deeper understanding of the participants' perspectives, the survey gave participants the opportunity to share their thoughts and recommendations.

The secondary sources come from a review of the literature on the relationship between work-life balance initiatives and overall organizational performance, as well as studies regarding the impact stress level in work life. The literature shows how stress management initiatives, optimizes an organization's overall performance, contribute to employees' commitment to the company they work for. Additionally, it offers proof on the significant impact of employee turnover and attrition rate.

Procedure and Sample

Participants had to be female because this study explores work-stress from a female perspective. The sample was selected based on participant gender and place of employment. The study's goal was to have at least one hundred participants. Among the participants' geographic backgrounds were working women in a range of occupations. Both emails were used to distribute the surveys. Participants received the survey at a convenient time. Additionally, the survey distribution process made sure that the random sample of women employed in a variety of sectors satisfied the required criteria.

Hypothesis:

- Factors affecting the work stress based on Age
- Factors affecting the work stress based on Qualification
- Factors affecting the work stress based on Marital Status
- Factors affecting the work stress based on Income level.

Null Hypothesis: There is no significant relation between Work stress and demographics factors of working women population.

Alternate Hypothesis: There is significant relation between Work stress and demographics factors of working women population.

Data Analysis and Interpretations

		Do you have stress in your work						Total	
		Yes		No		Maybe		No.	%
		No.	%	No.	%	No.	%		
Age	20-25 years	11	84.6			2	15.4	13	100.0
	26-30 years	14	87.5	2	12.5			16	100.0
	31-35 years	23	56.1	8	19.5	10	24.4	41	100.0
	36-40 years	12	40.0	6	20.0	12	40.0	30	100.0
Total		60	60.0	16	16.0	24	24.0	100	100.0

Table 4.1a: Work Stress and Age

	Value	df	Prob.	Sig.
Chi-Square	15.697	6	.015	0.05

Table 4.1 b: Chi-Square Test

Critical value: 12.592

Inference : Table 4.1b infers that the calculated value 15.697 is greater than the table value of 12.592 and hence the Null hypothesis stating “There is no relation between the variables Work stress and Age” is rejected.

		Do you have stress in your work						Total	
		Yes		No		Maybe		No.	%
		No.	%	No.	%	No.	%		
Qualification	Schooling	7	77.8	2	22.2			9	100.0
	Bachelor's degree	41	63.1	10	15.4	14	21.5	65	100.0
	Master's degree	12	46.2	4	15.4	10	38.5	26	100.0
Total		60	60.0	16	16.0	24	24.0	100	100.0

Table 4.2a: Work Stress and Qualification

	Value	df	Prob.	Sig.
Chi-Square	6.236	4	.182	Ns

Table 4.2b : Chi-Square Test Critical value: 9.488

Inference : Table 4.2b infers that the calculated value 6.236 is less than the table value of 9.488 and hence the Null hypothesis stating “There is no relation between the variables Qualification and Stress at work” is accepted.

		Do you have stress in your work						Total	
		Yes		No		Maybe		No.	%
		No.	%	No.	%	No.	%		
Marital Status	Married	41	61.2	10	14.9	16	23.9	67	100.0
	Unmarried	19	57.6	6	18.2	8	24.2	33	100.0
Total		60	60.0	16	16.0	24	24.0	100	100.0

Table 4.3a: Work stress and Marital Status

	Value	df	Prob.	Sig.
Chi-Square	.196	2	.907	Ns

Table 4.3b: Chi-Square Test

Critical value: 5.991

Inference: Table 4.3b infers that the calculated value 0.196 is less than the table value of 5.991 and hence the Null hypothesis stating “There is no relation between the variables marital status and Stress at work” is accepted.

		Do you have stress in your work						Total	
		Yes		No		Maybe		No.	%
		No.	%	No.	%	No.	%		
What is your income (salary range)?	< 4000 Sar	5	45.5	4	36.4	2	18.2	11	100.0
	4000-8000 Sar	12	75.0	2	12.5	2	12.5	16	100.0
	8000-10000 Sar	16	61.5	4	15.4	6	23.1	26	100.0

	>10000 Sar	27	57.4	6	12.8	14	29.8	47	100.0
Total		60	60.0	16	16.0	24	24.0	100	100.0

Table 4.4a: Work stress and Income Level

	Value	df	Prob.	Sig.
Chi-Square	6.038	6	.419	Ns

Table 4.4 b: Chi-Square Test

Critical value: 12.592

Inference : Table 4.4b infers that the calculated value 6.038 is less than the table value of 12.592 and hence the Null hypothesis stating “There is no relation between the variables Income and Stress at work” is accepted.

Major Findings of the Study;

- The major finding from the Study was that the most important demographic factor influencing stress among the women is “Age” factor. Women encompass various roles in her personal and work life and it becomes very challenging for her to balance them both. The Study found that nearly 56% of women belonging to the age category 31-35 years undergo high stress at work.
- It was also found that women earning income above 4000sar undergo stress in their work as compared to women earning less than 4000sar.
- The study also shows that married women possess more stress in their work as compared to unmarried women.
- 77.8% of women who have completed their schooling undergo more stress at work as compared to undergraduate and post graduate women samples.

Conclusion

According to our research, working women experience higher levels of stress in their work-life. In contrast to their peers, they must also fulfill the role of homemaker. Working women's dual responsibilities are causing stress in their lives. The study additionally discovered that married working women over 30 who must juggle their personal and professional lives endure high levels of stress. Since women in the Kingdom are now encouraged to explore their potential in both business and the workplace, the majority of them seek to further their education and pursue income-generating activities. As a result, Saudi women in particular have more opportunities in the Kingdom. The Saudi Vision 2030 has made it possible for many women to pursue careers in a variety of fields, including entrepreneurship, and has increased their level of independence. Additionally, the study establishes a basis for conducting a comparative analysis of the stress levels of working and non-working Saudi women.

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