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Stress and Job satisfaction among managerial women in Gaza Strip

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**Stress and Job satisfaction among managerial women in
Gaza Strip**

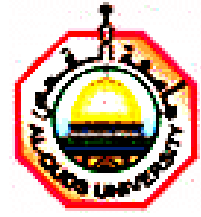
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Jerusalem – Palestine

April / 2006

Declaration

I certify that this thesis submitted for the degree of master is result of my research,
this thesis or any parts of the same has not submitted for a higher degree to any
university or institution

Signed.....

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Abstract

We live in stressful age, stress does not come from our jobs but from the constant change we face daily and it is out come appears in different responses as emotional cognitive, physical and psychological responses

The purpose of this study was to assess the relationship between types of stress and job satisfaction among managerial women in Gaza Strip; the other factors influence job satisfaction and stress.

The study was conducted at all organizations and institutions all managerial women were selected, which consist of 300 managerial women from different position (minister until acting manger), 252 managerial women responded which represented 84% of the study sample .

Standardized structured questionnaire was developed and contained three parts the first for sociodemographic, the second part illustrate job satisfaction and the third part concerns with types of stress.

The results indicated that the over all stress among managerial women was 61%, while the overall satisfaction 66%.

Factor analysis of job satisfaction showed eight dimensions influence job satisfaction, general satisfaction, work environment, relationship with collogues, supervision, ability to work, attitude towards work, salary, and absenteeism

The study found five types of stress faced managerial women; political stress was the major type of stress, social stress, family stress, current period stress. The results found that the majority of managerial women were married and live in the cities and managerial women.

results found significant correlation between work stress and job satisfaction also married women faced family stress more than others groups, the study suggested some recommendations to reduce stress and increase job satisfaction hopefully decision makers take it in consideration when they create their policies .

الخلاصة

الضغوط النفسية والرضا الوظيفي للمرأة في الوظائف القيادية في قطاع غزة
تعتبر الضغوط النفسية من أهم المشاكل التي تواجه العصر الحالي والتي تؤدي في الغالب إلى العديد من
الأمراض كارتفاع ضغط الدم وأمراض القلب والمعدة

أهداف الدراسة

هدفت هذه الدراسة إلى تقييم أنواع الضغوط النفسية التي تتعرض لها المرأة العاملة الفلسطينية في الوظائف
القيادية ومدى تأثير هذه الضغوط على الرضا الوظيفي لديها كذلك تقييم العوامل الديموغرافية مثل السن , الحالة
الاجتماعية , مستوى التعليم , مكان الإقامة نوع المؤسسة كما اشتملت على وظيفة الزوج , مستوى التعليم ,
وتأثيرها على الرضا الوظيفي لديها و على الضغوط النفسية بالإضافة إلى معرفة مدى علاقت ه الخصائص
الوظيفية مثل المشاركة في دورات تدريبية , الخبرات السابقة بالرضا الوظيفي

عينة الدراسة :

استهدف الدراسة جميع النساء العاملات في الوظائف القيادية في كافة المؤسسات والتي تدرجت من وزيرة إلى
نائب مدير , و اشتملت الدراسة على 252 امرأة عاملة في مستوى اشرافي وجمعت البيانات من خلال تصميم
استبانة تم تصميمها تشتمل على ثلاثة أجزاء الجزء الاول , يتعلق بالعوامل الديموغرافية , الجزء الثاني يتعلق
بالرضا الوظيفي و الجزء الثالث يتعلق بالضغوط النفسية .

تحليل البيانات: تم تحليل البيانات باستخدام برنامج الحاسوب الاحصائي spss.ver12

نتائج الدراسة:

أظهرت نتائج الدراسة ان) نسبة النساء العاملات في الوظائف القيادية التي تتعرض للضغوط النفسية هي 61%

وان نسبة الرضا الوظيفي بلغت 66% و هناك علاقة بين الضغوط التي تتعرض لها المرأة في العمل بالرضا

الوظيفي

بينت الدراسة وجود ثمانية عوامل للرضا الوظيفي وهي الرضا الوظيفي بصفة عامة , العلاقة مع الزملاء,

والقابلية للعمل, و بيئة العمل , الغياب و النظرة والتوجه نحو العمل, الراتب الشهري, و الاشراف

كما شرحت الدراسة الضغوط النفسية التي تتعرض لها المرأة الفلسطينية والتي تتمثل في الضغوط السياسية,

ضغوط الأسرة , ضغوط العمل, ضغوط المجتمع, ضغوط الفترة الحالية والتي تتمثل في الفلتان الأمني والضغوط

الاقتصادية

دلت نتائج الدراسة على أهمية المشاركة في الدورات التدريبية كما أظهرت أهمية الراتب وأهمية بيئة العمل,

ظهرت الدراسة أن العوامل الديموغرافية ليس لها تأثير على الضغوط النفسية حيث أن جميع الفلسطينيين في كل

مكان يتعرضون لنفس الضغوط و دلت النتائج أنه كلما زادت ضغوط العمل كلما قلت نسبة الرضا الوظيفي ان

المرأة المتزوجة تعاني أكثر من ضغوط الأسرة حيث العادات والتقاليد التي تحمل المرأة مسؤوليات البيت

بالإضافة إلى مسؤوليات العمل

أوصت الدراسة بعدة اقتراحات لدعم ومساندة المرأة لتخفيف الضغوط النفسية التي تتعرض لها وزيادة الرضا

الوظيفي .

List of abbreviations

ANOVA	Analysis of variance
B.A	Bachelor Degree
MOH	Ministry of health
JDI	Job description Index
NGOs	Non governmental organizations
PCBS	Palestinian central Bureau
PhD	Doctor of philosophy
PNA	Palestinian National Authority
SPSS	Statistical Package for Social Science

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Chapter 1

Introduction

Stress has become one of the most serious health issues of twentieth century, a problem not for individuals, in term of physical and mental morbidity, but, also for employers, governments, and society at large. Stress causes half of absenteeism, 40 percent of turnover, and that 5% of the total work force covers for reduced productivity due to preventable stress related to illnesses. It is obvious that occupational stress has serious consequences for both individual employees and organizations (Dphil et al, 1999).

Stress can create positive or negative effects on humanbeing. A positive influence of stress can help compel to action; it can result in a new awareness and an exciting new perspective. Negative influence of stress result in feelings of distrust, rejection, anger, and depression, which in turn lead to health problems such as headaches, gastric, musculoskeletal, eye complaints (Bazyl et al, 2000).

Previous research indicated that work stressors are associated with a range of short-term and long-term quality of life and health (Burk,1995)

There is no doubt that managers are playing crucial role in the success or failure of any organization. Few studies have examined the occupational stress of managers and its impact on job satisfaction and health outcomes. Research showed that managers and professionals often experience high level of stress and pressure in their job. While, there was evidence that there is a great deal of similarity among men and women, with regard to work issues and mental distress (Keita and Hurrell, 1994).

According to Offerman and Armitage (1993) stressors are shared by women and men as role conflict, overload, ambiguity, but women experienced additional work stress, unique to them, exhibited different ways of interpreting and coping with stress.

Stressors experienced by women managers were categorized into three groups

1-Pressure of job itself, as long work hours, responsibilities, demands.

2- Pressure associated with the role of being a woman in manager position, as a role model for other women, or being minority responsible for representing women as a group.

3- Pressure of family obligations in addition to the pressure of the job (Richardson et al, 1999)

Job satisfaction can be defined as an "indicator of one's feeling towards work". But satisfaction is a multidimensional and influenced by complex array of personal and situational circumstance. Job satisfaction has been studied intensively in the west, but only few studies have been conducted in non-western (Maghrabi, 1999)

Job satisfaction has been a matter of growing interest for those concerned with the quality of work and organization efficiency. The consequences of job satisfaction are

very important to an organization in terms of its efficiency, productivity, employee relations, absenteeism, and turnover (Magrabi, 1999).

Previous research on job satisfaction among managers has focused primarily on the possibility of adapting a resolution of relationship between managerial jobs and job satisfaction in the form of anxiety and low job satisfaction. However, factors such as stress, lack of opportunity, recognition and status, and overload could all be considered as creating conditions which impair individuals in their efforts to do their work effectively. Few studies found that women were less satisfied with their job than men, women managers confronted with certain structural barriers which inhibit career advancement . These barriers may be the result of organization policies and practices that involuntarily or subtly influence the career paths of men and women. Such policies and practices may be related to the structure of opportunity, the structure of power (Richardsen et al, 1997).

Women in Gaza Strip are living in a unique situation due to political, economical, social adversities. Punamaki (1988) investigated source of stress and their effect on mental health among 147 Palestinian women from West Bank and Gaza Strip. She compared this sample with 35 Palestinian women live inside Israel. The result demonstrated that the occupation is the major source of stress which higher than daily life problem. Palestinian women under occupation reported high level of stress and pressure and they were at risk of mental and physical illness. Also, women were more aggressive and frustrated than another group.

2. Justification of the study

The importance of this study is that it is the first one, which deals with stress among managerial women in Gaza. According to Thabet (2003) stress described as unpleasant situation or event, which is considered stressful. On the other hand, sometimes it used to describe the behavior and physiological responses, which occur when an individual is faced by unpleasant situation.. There are many effects of stress, it include high absenteeism both from work and within work, poor work performance, and reduce efficiency and effectiveness. Low staff moral and high staff turnover.

With increasing in numbers of women in the labor force. It is important that more attention be given to understanding types of stress affecting women's health. Burke, (2002) found That managerial women faced strain greater than men. Extra pressures on managerial women included lack of self-confidence and subtle forms of discrimination. In addition working women still carry the major burden of home and family problems.

Research suggests that men and women perform and have similar degrees of managerial potential. One might ask why women are not holding top management position. Thabet (2004) in study of job satisfaction among managers in hospitals in Gaza Strip found that there were gender differences in top manager's position, in which all hospitals directors in Gaza Strip were males. Moreover, the study found that the middle and low manager are mainly males and just 14.5% of them were females. The same results found in study of Diab (2002) that there are big differences between working males and females.

General Control Institution found that, 93% of the decision makers were men and women only 7% (General Control Institution, 2001).

During this period. Women faced variety types of stress are during Al aqsa Intifada and current situation. The major sources of stresses were the occupation hostility (loss of close relationship, direct and indirect exposure to stress). These problem stimulated us to examine stressors and job satisfaction among managerial woman to examine common stress problems and suggest several alternatives to deal with these problems. The value of reduction stressors among managerial woman is to decrease dissatisfaction, increase productivity, raise self-esteem, increase social support, reduce the impact of job pressure problems, and increase opportunities for women and management.

2.1 Aim of the study

The aim of the study is to investigate stress and job satisfaction among managerial woman in the Gaza Strip.

2.2 Objectives of the study

1. To determine type and level of stress among managerial woman.
2. To identify the level of job satisfaction among managerial women.
3. To assess relationship between level of stress and job satisfaction among managerial women.
4. To evaluate the relationship between job satisfactions and sociodemographic variables such as age, marital status, place of residence, education level.
5. To evaluate the relationship between stress and socio demographic such as age, marital status, place of residence, education level.

6. To suggest recommendations which may lesser stress for women at work and make them satisfy with their jobs.

2.3 Study questions

1. What are the types and level of stress among managerial women?
2. What is the level of job satisfaction among managerial women?
3. Is their relationship between level of stress and job satisfaction among managerial women?
4. Is their relationship between sociodemographic variables affect stress among managerial women?

3. Demography of Gaza strip

3.1 Geographical context

Palestinian National Authority territories comprise two areas, which separated geographically: the west bank and Gaza strip. The West Bank lies within an area of 5.800 square kilometers west of the river Jordan. It has been under the Israeli Military Occupation; together with East Jerusalem since June 1967 .The West Bank is divided into four geographical regions. The north area including the districts of Nabus, Jenine and Tulkarem. The center includes the districts of Ramallah and Jerusalem. The south includes Bethlehem and Hebron districts. Up to sixty percent of the population lives in approximately 400 villages and nineteen refugee camps while the reminder were in urban refugee camps and cities (PCBS-2003).

3.2 Population and distribution

During second quarter of 2004, the estimated population in the Palestinian territory was 3.805 million of which 1,928 million were male and 1.877 million was females, the sex ratio was 102,7 males for 100 females. About 2.408 million were in West Bank of which 1,221 million were females and 1,397million were males the sex ratio was 102,8 males for every 100 females. About 1,397.000 of them were in Gaza Stripe which 707.000 were males and 690.000 were females. The sex ratios were 102.5 males for every 100 females .The population is a young population with 45.9 % under 15 years (PCBS, 2003). Ministry of health published on it is web site on 2/4/2006 that .the estimated population are 2,367,550 in West Bank , 1,370,345 in Gaza and 402,900 in Jerusalem..

3.3 Population density

Population density is high in the Palestinian territory particularly in Gaza Strip due to the control of Israeli occupation over high percentage of Palestinian land 40% and it will continue to arise so long as the policy of land confiscation to expand and construct Israel settlement . In addition to road building used by Israeli settlers and sealing of land to convert into military zones. Around 1.400.000 Palestinian are concentrated in an area not exceeding 365 square kilometers. the estimated population density during the second quarter 2004 was 632 capita per one square kilometer , in the west bank it was 426 capita per one square kilometers but in Gaza it was 3829 capita and this is another indicator why people stressful and unhappy (PCBS-2003).

3.4 Political situation

Since the beginning of Al Aqsa Intefada. The present wave of violence led by Israel government is essentially an attempt by them to achieve their maximal political goals and avoid the choice necessary to bring the negotiation to successful conclusion indeed. Peace has become major concern at this time of trouble and unrest where the Palestinian leadership makes it clear to the whole world (MOH, 2004).

The whole area under the control of Palestinian has witnessed very difficult and dreadful time of war, and poverty due to the continues incursions in almost entire area. The Israeli force reinforced with bulldozers and combat helicopters invaded the various Palestinian occupied territories .They have partitioned the areas transforming them into cantons, violating Palestinian civilians economic, social and including willful killing ,assassinations, and agricultural land leveling and uprooting of trees (MOH, 2004).

In addition, the Palestinians suffer increased by the construction the separation wall. As result of the construction, the separation wall has completely engulfed 16 villages and about 50 villages have been separated and isolated from their lands. Statistical reports reveal the consequences of construction of such a wall and predict the magnitude of the consequences if completed since 583,660 citizens representing 16% of the population will be affected by completion the wall, separation wall prevent access to necessary medical service and treatment for 23,346 chronic patients in addition 11.000 disabled persons badly in need of special diagnostic and rehabilitation medical service from them on the separated from on the other side of the separation wall. (MOH, 2004).

Between September 29, 2000 and December 31, 2003 over 38,272 Palestinians were injured and 2,726 martyrs (MOH, 2004).

3.5 Palestinian economy

Using the poverty line of US \$2 per day, 2.25 million Palestinians (60% of the population) living under the poverty line in second quarter 2004. At this stage this could be referred to the increase in the unemployment rate and to incapability of the Palestinian economy to adapt to this difficult phase resulting from Intifada.

The huge number of Palestinian laborers who had lost their job in the Israeli labor market and the destruction of the Palestinian economic infrastructure contributed largely to the severity of poverty (PCBS, 2004). In 1998 the average daily consumption of poor person was equivalent to US\$1.47 per day. This has now slipped more than 75 percent of the population of the Gaza strip is now poor (MOH, 2004).

3.6 Woman health

The average of woman at childbearing age from total population was 22.3%. It is estimated that 833,920 (45.2%) of the total number of the females, 542,258 in the West Bank (29.4%) and 291,662 (15.8%) in Gaza Strip. The maternal mortality ratio was 22% and maternal mortality ratio per 100,000 live births among women aged 15-49 years was 12.7 (21.3 in Gaza and 6.7 in WB) for this purpose the MOH forms a national committee to monitor the registration and the notification of maternal mortality among women (MOH, 2004).

The total fertility rate in Palestine is still one of the highest rates. It was calculated at 3.89 (4.7 in Gaza and 3.4 in WB). Due to the occupation of Palestinian cities by Israeli army and its reflection on the economical situation and instability. The registered marriages in Palestine in 2002 reached 22,611 a drop of 8.2% compared with 2001 and drop of 3.8% compared with 1997 (MOH,2004).

3.7 Israel's withdrawal from Gaza

In December 2003, Israeli Prime Minister Ariel Sharon proposed that Israel withdraw its 7,500 settlers living in 21 settlements from the Gaza Strip.

The Gaza Strip is 140 square miles (362 square kilometers), with a population of approximately 7,500 Israeli Jews living in 21 settlements and 1,325,000 Palestinian Arabs. The Gaza area was occupied by Egyptian forces at the end of the 1948-1949 war. From 1949 to 1967, Egypt administered but didn't claim the territory. Israel occupied the Gaza Strip during the 1967 war and administered the area until the 1994 agreement recognized Palestinian sovereignty over 70% of the Strip.

Shortly after the 1967 conflict, Israeli civilian settlers began establishing settlements in the West Bank, the Sinai, the Golan Heights, and the Gaza Strip. The future of West Bank and Gaza settlements is supposed to be a subject of final negotiations between Israel and the Palestinian. The Israeli military used force to remove some of the Israeli settlers.

The Israeli withdrawal from Gaza may meet its September 2005 schedule, providing the Labor coalition approved on January 11, 2005, holds together, Palestinian militants may view the pending Israeli withdrawal as a sign of weakness and increase their attacks on Israeli targets, triggering more Israeli retaliation and prolonged warfare (Mark, 20

Chapter 2

Literature review

This chapter will discuss the concept of stress, types of stress, job satisfaction among managerial women and factors may affect stress at work and how these factors influence job satisfaction of employee in general and managerial women in specific. It is important to understand the effect of the environmental stressor on the managerial women to focus on their needs and attitudes, which influence their work performance.

2.1 Definition of stress

Many psychologists had studied stress and its impact on psychological and physical health for several decades. Researchers defined stress regarding to different opinions. They defined it as a negative emotional experience accompanied by predictable, physiological, cognitive and behavioral changes that are directed either towards altering the stressful events or accommodating to its effects. However, recently stress definition emphasizes at the relationship between the individual and the environment. Stress is the consequence of a person's appraisal process. The assessment of whether personal resources are sufficient to meet the demands of the environment stress, then was determined by person environment fit (Lazarus and Folkman, 1984).

Taylor (2003) indicated that when a person's resources are more than adequate to deal with difficult situation he or she may feel little stressed. When the individual perceives his or her resources will be probably be sufficient to deal with the event, but only at great cost of great effort, he or she may feel moderate amount of stress. When the individual perceives that his or her source will probably not sufficient to meet an environmental stressor, he or she may experience a great deal with stress.

Stress result of the process of appraising events (as harmful, threatening, or challenging), of assessing potential responses, and of responding to those events but stressful event themselves called stressors such events as noise, crowding, bad relationship, around interviews, or the commute to work, the study of stressors has helped define some conditions that are more likely to produce stress more than others but a focus on stressful event cannot fully.

2.1.1 Stress as stimulus

This approach concerned with the identification of environment event, which have adverse effect on the individual. This definition incorporate the idea that people have a fixed capacity to withstand stress and if this is exceeded then adverse change will occur (Thabet, 2003).

Previous research identify stressful situation and explain how and why these lead to adverse physiological responses. Many researchers focused on the environment physical characteristic as noise, heat, as well as work demand, work under constant time pressure. Situation in which the individual has little control over event may be perceived as stressful (Friend, 1980, Yousef, 1985).

The problem in this approach that there is variation in the effect of environment also there is individual differences in response and there is vibration in response within the same individual (Thabet, 2003).

2.1.2 Stress as response

This approach viewed stress as the organism's response to environmental demands. He maintained that the stress response is an inherent mechanism, can be viewed as defence reaction, which protective function.

The problem in this approach that stress is viewed as non-specific and automatic response to all stressors. The main problem in this approach is what make the stimulus stressful depend to some characteristics of person exposed to it (Hobfoll and Cphen, 1996; Lazarus, 1999).

2.1.3 Stress as perceived threat

This approach contains both stimuli and response element, stress occurs when there are demands on an individual which he or she cannot cope with or adjust to. Thus stress is not associated with specific stimulus or specific responses, individual variation in response explain that the evaluation is based on an assessment of the demand. The strong of any threat depend on how this person feels, he can deal with the situation (Thabet, 2003).

This views summarized as "stress can only be sensibly defined as perceptual phenomenon arising from comparison between the demands of the person and his ability to cope" so the imbalance of this reaction increase stress response (Cox, 1978).

2.2 Stress theories

There are many theories which explained the stress and it is effec

2.2.1 Cognitive stress theory

The cognitive stress theory is process of perception and interpretation of the external event determines the development of psychological states in the individual and ensuring risk of chronic disease. Analysis of psychological stress effects comes through the concept of workload which define as the total of information load that the worker is required to perceive during performing job tasks. (Lazarus, 1999).

"Overload "and stress occur when the information process load is over individual capabilities. These models focus on the importance of memory problems information load and communication difficulties. This theory tend to downplay the role objective of work place stressors and emphasize the importance of the individual interpretation

of the situation .Lazarus and Folkeman (1984) have been central advocates of helping the individual's (cognitively reinterpret) in a way less threatening to reduce experience stress (Lazarus, 1999).

This approach suitable where there is no possibility of modifying, it could harm workers when stressors are real and should be the target of change efforts.

The criticism of cognitive models that do not take into account social and mental demands of work do not translate into information loads, as most time deadline conflict and task require much social organization but less perception in addition the theory doesn't address the role of work " motivation" in psychological functioning and stress (Lazarus, 1999).

2.2.2 Physiologic stress theories

These theories addressed the areas which omitted by cognitive models of the stress response. The cognitive models omit what were called "drives" in an earlier generation of psychology and the significant effects of social interaction (Lazarus, 1999).

Furthermore, there is no way to build motivation into information process and emotional response as anxiety and depression did not address. "Drives" emotional response and response to social interactions are the most affected by the limbic

regions of the brain not the cerebral cortex. This associates with process described by cognitive psychology. Thus a simplification physiologic stress response originating in the limbic system that appear to be relevant for the work environment focuses in tow mechanisms the adrenal medullary response involving epinephrine and nor epinephrine, and adrenal cortical response involving cortisol. These two mechanisms reflect distinct behavioral patterns for humans (Lazarus, 1999).

Cannon'(1932) "fight and flight" response is the most associated with stimulation of the adrenal medulla and epinephrine secretion., Cannon proposed that, when an organism perceives a threat , the body is rabidly aroused and motivated via the systematic nervous system and the endocrine system . This concerted physiological response mobilizes the organism to attach the threat or to flee.

From the above research, the physiologic models' is a systemic concept refereeing to disequilibrium of the system, as whole; in particular, it is control capabilities. Psychosomatic diseases are regarded as disordered of regulation in which the process of the system is disrupted (Lazarus, 1999).

2.3.1 Integrated occupational stress models

Based on human behavior

The integrated model integrate both cognitive and physiology with consideration the role of emotion and motivation. These models have taken human behavior in complex environments, not brain function. Behavioral models are almost always multidimensional in order to capture requisite complexity; thus they offer richer models for understanding stressful job conditions. The integrations models have

received the greatest amount of attention among stress researcher in the United State during the past two decades. The environmental models and job demand control model (Lazarus, 1999).

2.3.2 Person environment fit model

This model develops when there is discrepancy between the demands of the job and the abilities of the person to meet those demands or the motives of the person and the environment supplies to satisfy the person's motives. Demand includes workload and job complexity. Motives include factors as income, participation and self-utilization. It assumes that strain arises due to poor fit between the subjective person and subjective environment, or strain results from an excess in demands over abilities. On the motives supply dimensions, strain a result from insufficient supplies for motives. However, unpredictability of strain outcomes when abilities exceed demand and when supplies exceed motives occurs because misfit on these dimensions may create misfit on other relevant dimensions. The strength of this model it is emphasis on the need for flexibility in the job design and consideration of workers as individuals with varying abilities, motives and perceptions.

The criticism of this model is that it has demonstrated limited ability to predict what objective work conditions are likely to result in stress. The models states that stress may a result from misfit between the person and the environment in either direction of two possible dimensions but the relationship between the dimensions of the models have not been clarified (Lazarus, 1999).

2.3.3 Job demand control models

The demand control model assumes that strain arising from the characteristic of work, rather from subjective perception of the individual worker. It states as the result of an imbalance between demands and decisions latitude. Over the long term, active or passive behavior dimensions can interaction with the strain dimension of the model in affecting the individual's ability to cop with strain. First, the high strain level inhibit new learning decrease coping resource, thus the result a greater level of strain, on the other hand new learning may lead to feel confidence which reduced perception of event as stressful and increase coping success.

In this model Social behavior play very important role in the operation of both human and animal limbic system. Research on the risk related illness using the demand control has been significantly augmented by considering the role of social support at work place.

Demand control model have demonstrated significant associations among job demand, decision latitude and strain. Researchers concluded that decision latitude acts both as modifier of demands and as independent risk factor for strain. In addition, social support may be important modifier of this interaction. The demand control model provides a conceptual framework of understanding the dynamic of stress (Lazarus, 1999).

2.4 Definition related to stress

Psychological or social environment is usually the locus of causes, and personal well-being or health is the locus of effects, with the operating in a system – wide (nonspecific) manner. Alternatively, many clinicians define stress more generally as a

rubric encompassing the sequence from stressors to stress reactions and long term consequences (Lazarus and Folkman, 1984).

2.4.1 Stressor: an environmental event or condition that results in stress.

2.4.2 Stressful: pertaining to an environment that has many stressors.

2.4.3 Strain short –term psychological or behavioral manifestations of stress.

Modifier Individual characteristic or environmental factor that may act on each stage of the stress response to produce individual characteristic or environmental factor that may act on each stage of stress to produce individual variation (Lazarus, 1999).

2.5 Concept of occupation stress

Researchers develop number of conceptual models of how occupational stress arises. The most common approach that an enumeration of environment factors that are considered to be stressors. These factors include objective conditions such as overtime, shift work, unemployment, and subjective job attributes, such as overload, role conflict, and role ambiguity. Other investigator have attempted to describe the essential characteristic of stressful work, the list provided by Kasal "the stressful work condition tend to be chronic rather than intermittent of self limiting there is external pacing of work demand, such as created by machines, payment mechanisms or competition (Lazarus, 1999).

2.6 Definition of manger

Manager play very important role in the organization success, the responsibility of managers focusing on managing work, supporting and helping other workers.

Williams (2000) define manager as a person who gets goals through other people.

According to Mintzberg (1973) manager is responsible for work that is largely achieved through the effort of one or more. The manger may called supervisor, coordinator, department head, and team leader.

2.7 Level of managers

There are four different kinds of managers with different responsibilities top managers, middle managers, first line managers, and team leaders (William, 2000).

2.7.1 Top managers

This position like chief executive officer (CEO) or chief operating officer (COO) always they have different responsibilities as creating a context for change, responsible for helping employees develop a sense of commitment to the business, responsible for creating appositve organizational culture through language and action monitoring the business environments as monitor customer needs, competitors moves and long term business on other hand top manager impart company values, strategies

and lessons through what they do and say to others both inside and outside the organization (Williams,2000).

2.7.2 Middle managers

Their position like plant manager, regional manager, or divisional manager, They are responsible for setting objectives consistent with top management's goal, planning and implementing subunit strategies for achieving these objectives ,also they plan and allocate resources to meet objectives ,coordinate and link groups, monitor and manage the performance of subunits and individual managers (Williams,2000).

2.7.3 First line managers

They hold positions like office manager, shift supervisor, or department manager. The first responsibility of the first line managers is to manage the performance of entry level employees who are directly responsible for producing company's goods and services and thus the first line managers are only manager who don't supervise other managers, they spend time teaching entry level employees how to do their jobs, and first line managers make detailed schedules and operating plans based on middle management's intermediate – rang plans (Williams, 2000).

2.7.4 Team leaders

This relatively new kind of management job, which have no formal supervisor. First team leader responsible for facilitate tea, activities towards goal accomplishment and they facilitate performance .This does not main team leaders are responsible for team

performance .they are not .the team is. Team leaders help their team plan and scheduled work, learn to solve problems, and work effectively (Wiilliams, 2000).

Second, team leader are responsible for managing external relationships .team leader act as bridge or liaison between their team and others teams.

Third team leader are responsible for internal team relationships. Getting along with others is much more important in team structures because team members cannot get work done without the help with their teammates. Finally, team leader can dissolve the team and reassign all team members to different teams (Wiilliams, 2000).

2.8 Satisfaction's theories

Job satisfaction defined as "the difference between what an individual wants and what he or she perceived is received" (Holland, 1989).

Mullins (1996) indicate job satisfaction as "complex concept which difficult to measure objectively, and it is level affected by wide rang of variables relating to individual, social, cultural, organizational and environmental factors"

Many theories discussed motivation to work and it is relationship with job satisfaction so we focus on the main theory, which explain job satisfaction and it is dimensions

2.8.1 Maslow's Hierarchy of need theory

This theory depend on the human need, what the people want depend on what they already have, he suggest that human needs are arranged to five levels: physiological needs, safety needs, love needs, esteem needs, self actualization needs. Most of people have these basic needs. The physiological needs such as hunger, thirst, the

need of oxygen also sleep and sexual desire. These needs basic to the survival human. Safety needs which include safety and security, freedom from pain or threat of physical attack, protection from danger. While social needs include social activities, friendship affection sense of belonging, and both the giving and receiving of love. Esteem needs sometimes referred to as ego needs. It includes self-respect which desire for confidence strength and independence and the esteem of others. Maslow sees self-actualization the development and realization as what humans can be they must be (Mullins,1996). Although Maslow suggest that all people have basic needs, but, these need is not necessary a fixed order. There is a number of exceptions to the order indicate for some people (Mullins, 1996).

Maslow subsequently modified his view by noting that satisfaction of self actualization needs by growth motivated individuals can enhance these needs rather than reduce them (Mullins, 1996)

The criticize of this theory people needs relatively differ according to the culture, person career stage, geographic location and organization size (Jon, 1969). In addition Maslow claims that satisfaction on the need at one level will decrease its importance and increase the importance of the needs at the next higher level, there is no evidence support this view (Wahba and Bridwell, 1974).

Although Maslow did not originally intend that the needs hierarchy should necessarily be applied to the work situation it still remains the popular as the theory of motivation at work and he draw attention to a number of different motivators .the

need hierarchy model provides an important base for the evaluation of motivation at work (Mullins, 1996).

2.8.2 McClelland 's Achievement Motivation Theory

McClelland's achievement motivation theory based on the assumption that humans have three innate needs, these needs are of the first importance (McClelland, 1961). From subsequent research, McClelland identified four main based motives. First the achievement motives it concern of doing something better or more efficiency, solve difficult problem and it linked to entrepreneurial spirit and the development of available resources, the extent of achievement motivation is varies between individuals as some people concerned of it more than others, the people with high rate challenged by opportunities and work hard to achieve the goal they usually prefer job with individual responsibilities (Mullins, 1996). The second affiliation motives it concerned of the desired of friendship and warm relation with others. So they prefer jobs depend on interpersonal relationship and communications finally the desire of power the desire to control others and influence their behavior He suggest that the effective manager should be high need for power which directed towards organization and concern for group goals (McClelland, 1961).

2.8.3 Herzberg's theory

Hezrberg identifies that two factors affecting motivation and work. This led to the two factor theory. These factors are hygiene factors and motivators growth theory. Herberg (1968) indicated that the hygiene factor source of job dissatisfaction. These

factors related to job context. They concerned with job environment, relationship with coworkers, technical and salary. They serve to prevent dissatisfaction. However motivator factors serve to motivate individual. These factors related to the job itself, achievement, responsibility, advancement. The strength of these factors that will affecting feeling of satisfaction, this theory criticized by other researcher. The conclusion have been mixed between the support and the attach. From a review of the research Hous and Wigdor draw attention to differences between the individual that the factors which are the cause of satisfaction to one may be dissatisfaction to another. In addition, Hezberg did at least attempt to the empirical approach to the study of motivation. He has emphasized the importance of the quality of work life and he believes that the restructuring of jobs given greater emphasis to the motivating factors at work, to makes job more interesting (Mullins, 1996).

2.8.4 Vroom expectancy theory

Vroom expectancy theory based on three key variables: valence, instrumentality, expectancy. The idea of the theory that people prefer certain outcomes from their behavior over other.

This theory indicate how the work outcomes effect motivation that if the expectancy is low motivation is low and if the person disable to achieve the necessary performance level. Moreover motivation will be low if valence is low (Alder, 1991).

Voorom explain in this theory the concept of valence which means the feeling about specific outcome. This is the attractiveness of, or preference for, particular outcome to the individual. Vroom distinguishes the valence from value; these outcomes can be positively or negatively impact sometimes a person may desire an object, but, then

gain little satisfaction from obtaining it while a person may strive to avoid an object but find it provide satisfaction. Also Vroom introduced the concept of instrumentality which mean the quantity of output he suggest that some people seek to achieve their work well for they have achieved rather than their effort or through trying hard. Also, vroom concentrate of the expectancy that people develop the perception that of the degree of bribability that the choice of the action lead it is own sake without thought to expected consequence of their action. Performance outcomes acquire valence because of the expectation that which will lead to another outcomes anticipated source of satisfaction – second level outcomes. People generally gain rewards for what to predicted outcome (Vroom,1964).

2.8.5 Equity theory

Equity theory is focus on the social comparison and applied to the work situation equity and it is associated with the work of Adams (Adams, 1963). It based on people feeling of how fairly they have been treated comparing with others. They determine the perceived out comes relative to others according to this theory that when people note that the total ratio outcome to total input equal to other people so there is equity place importance on the input and outcome. When individual feel that he get rewards less than others, he compared with the input this call negative inequity while the individual felt positive inequity. When he gained more than others, usually feeling its motivates the person to remove or to reduce the level of tension. Adams suggest that inequity cause six broad type of behaviour as change to inputs, change outcome, cognitive distortion of inputs and outcomes, leaving the field, acting others, and change the object of comparison. This theory is important because it is common in all work place (Adams, 1963).

2.8.6 Goal theory

The goal theory based on the work of Lock, which indicated that people goal or intention play an important part in determining behaviour. Loke suggest that people strive to achieve goals which will satisfy their emotions. He explained that goals guide people's responses and actions, so people with specific goals such as defined level of performance or deadline will achieve their work better than people with no goals also people with difficult goal will perform (Mullins, 1996).

2.9 Source of stress

In any job there are variety of potential causes of stress; some are common to both men and women and others are specific to a group

Dphil et al (1999) identified six sources of stress among 1000 manager. These source as job assigned stressor, responsibility stressor, work organization climate stressor, career stressor, job value, conflict stressor finally role ambiguity these factors related to gender, age, experience in managerial position, he indicate that there is differences as well as similarities in managerial stressor according to the different historical, political, social forces in the societies. The result of this study explain that the main source of stress in Taiwanese mangers was personal responsibility followed by work over load

2.10 Job satisfaction

Satisfaction has been a matter of growing interest for those concerned with the quality of working life and organizational efficiency. The consequences of job satisfaction are

very important to an organization in term of its efficient productivity (Maghrabi, 1999).

Work motivation defined as "the willingness to exert high level of effort toward organizational goals, conditioned by some individual need", Usually, work motivations can be revealed by investigating the question, what do people want from their job. (Roins,1993).

Herzberg et al (1959) found two general types of work motivation intrinsic and extrinsic factors, and further linked these tow factors to job satisfaction, and dissatisfaction

According to Fisher (2000) job satisfaction descried as an effective response to one's job, but is usually measured largely as cognitive evaluation of job feature, it is an attitude. Attitudes are usually descried as containing at least two components: an effective (emotional feeling) component, and cognitive (belief and judgment comparison) component .

Croze (1999) indicated that "job satisfaction as the degree to which nurses like to enjoy their jobs represents". Which is an essential issue for both employee and employers. Job satisfaction lead to less job turnover, and increase staff productivity.

According to Girvine (1998) job satisfaction that individuals are content or find fulfillment and gratification with the activity they perform in exchange for payment. But if there is conflict between the culture in the work environment and personal

expectations, job satisfaction does not occur (Kanter, 1977). In addition to agreement that job satisfaction is multidimensional, most studies conclude that satisfaction is influenced by a complex array of personal and situational circumstances.

2.11 Dimensions of administrative satisfaction

Job satisfaction is itself a complex concept and difficult to measure objectively.

Volkwein and Zhou, (2003) found empirical support for several important dimensions of administrative satisfaction as intrinsic satisfaction reflecting feeling of accomplishment, autonomy, creativity, initiative, challenge, while in job extrinsic satisfaction reflecting one's attitude towards salary and benefits, opportunities for advancement, and future income. Potential satisfaction with work conditions showing one's reaction to work hours, work pressure, job security, and organizational politics; interpersonal satisfaction reflecting one's relationship with colleagues.

2.12 Factors influencing job satisfaction

Several studies have examined the intrinsic of job satisfaction and the extrinsic of job satisfaction. Employees may be satisfied with some components of work responsibilities or work environment but not satisfied with others. Herzberg (1961) identified 14 important factors that influence job satisfaction among them are achievement, recognition, work itself, salary, job security, interpersonal relations, work condition, responsibility possibility of advancement, possibility of growth, technical supervision, agreement with policies, and personal life. Higher education research has shown that several work related variables exert positive influences on job satisfaction. Such as supportive organizational culture, teamwork, relationship with

colleagues and superiors, worker autonomy and self-fulfillment. While Job and workload stress exert negative influences on satisfaction and almost way included in studies of job satisfaction (Volkwein and Zhiu, 2003).

2.12.1 Organizational and environmental perspective

Studies emphasized the importance of the organization's structure and its environment. Some researchers suggest that university autonomy, state regulation, control, organizational mission, size, wealth, complexity and quality influence managerial satisfaction. Researchers believe that effective organizations produce satisfied organizational members. Increasing administrative satisfaction was used as an indicator of organizational effectiveness (Volkwein and Zhiu, 2003).

2.12.2 Individual characteristic

Studies suggest that there is a direct connection between job satisfaction and personal characteristics such as age, sex, and highest degree, length of services, academic rank, administrative function, personal health, and financial stress.

Personal problems such as health and finances influence one's perception of many aspects in work: job stress and pressure, job insecurity, inadequate facilities and funding and especially interpersonal conflict. The administrator who is experiencing health and financial problems tends to feel more job stress and pressure (Volkwein and Zhou, 2003).

2.12.3 Age and job satisfaction

Many researchers examined the relationship between job satisfaction and age. They found variation in their results. Studies conducted in five different countries prove that the elder workers are more satisfied (Davis, 1988). Kose (1985) has also found a meaningful relation between the age and job satisfaction.

Philips and Wakles (1994) in a study of employed women age 40 and over to investigate functional relationship between satisfaction for age forty and over, regression analysis did not yield significant correlation between explanatory style and perceived general job satisfaction, several interesting factors emerged

In a study among managers in oil industry one hundred and fifty three full time managers from Saudi ARAMCO Magrabi (1999) found that managers who are between 31-45 years old more satisfied with their job in general than younger managers. According to Bernal et al in a study among large national probability sample the result indicated significant but weak positive linear age and job satisfaction.

2.12.4 Gender and job satisfaction

Literature focus on the gender differences in job satisfaction has also been inconsistent. One study found that female has lower job satisfaction than male Others, found that male have lower satisfaction Other study did not find gender differences. In a study which compare between female and male pharmacists in US the result found no differences in job satisfaction by sex (Shofa et al, 1980).

Cheung and Scherling (1999) in a study job satisfaction, work values, and sex differences in Taiwan's organization subsequent analyses showed that male employees had higher rank and higher task, team and status satisfaction than female employees

2.12.5 Job satisfaction and job characteristics

The applications of motivational theories, have led to increasing interest in job characteristics and its effect on job satisfaction.

Cook and Mandrillo (1982) in a study among nurses the results found that regarding the five job satisfaction subscales nature of work showed the highest mean percentage score. The study illustrates a positive strong correlation between job characteristics and job satisfaction.

2.12.6 Work environment and job satisfaction

There are many studies and models that examine the linkage between the work environment, employee satisfaction and employee productivity, the turnover behavior

In a study among nurses in a hospital to explain the impact of perceived work environment on job satisfaction the result of this study indicated the importance of relationships in the work setting. A cohesive peer group may compensate for other frustrations in the work environment and a supportive manager may buffer nurses from effects of a less desirable environment (Tumulty et al, 1994). Also Tovey and Adams (1999) in a study among nurses found that there was a relationship between work environment and job satisfaction. In a study among managers at public and private universities the

results found that positive atmosphere have highly impact on job satisfaction (Volkwein and Zhiu, 2003).

2.12.7 Job satisfaction and salary

Pay has been the most motivator factor for performance and it play very important role in all cultures.

Viga (1981) conducted a study of two groups of managers with the same size to determine whether those who changed job often to made more money and whether they were more satisfied with their job, he found that both group managers were satisfied but they differ in the rate of pay, and pay was the source of greatest overall managerial dissatisfaction

Maghrabi (1999) in a study to assessing the effect of job satisfaction among 153 managers from Saudi company ARAMCO the result indicate that the upper level manager were highly satisfied with in general, pay, co-worker, present job.

In a study of job satisfaction among managers working in Gaza's hospitals the result found that top managers were more satisfied with their salary than other groups. This may be because the salary is significantly higher than managers in other groups, moreover managers working in private hospitals being older in age and more satisfied with their salaries. Private and NGOs hospitals pay more salary than governmental and military hospitals, this result reflect that the bad economic situation in Gaza Strip makes the salary more effective motivator (Thabet, 2004).

2.12.8 Job satisfaction and absenteeism

The majority of previous studies focused on finding the causes of absenteeism, some researchers provided explanations, that employees absence because they dissatisfied and stressed by work condition.

Song et al (1993) compare job satisfaction, absenteeism, and turn over in a study among nurses managed special care unit in US. Using analysis of covariance, the found was greater satisfaction with lower absenteeism rate, the finding suggest that individual perception and preference should be taken into account before implementing autonomy authority, and responsibility at organizational level to lead to the desired outcome in a given work environment.

The second expatiation is employee is stressed by work situation; this explanation is based on stress theories that employee are not able to cope with work condition ('stressors') and develop stress symptoms, such as psychosomatic health complaints, several stressors, such as low perceived social support (Unden, 1996), have shown to be related to absenteeism. (Cooper et al, 1988).

In a study of unfairness at work as predictor of absenteeism among 514 security guards. The result found that unfairness at work reduce the ability of the employees to come at work ,on other hand different stressors lead to health complains which may be the reasons of absenteeism and that direct relationship between unfairness at work and absenteeism (Deboer et al, 2002).

2.13 Stress and job satisfaction

Many studies have indicated stress change or conflict in one's life to be contributing factor in early death from heart disease, cancer, and liver disease. Stress on the job and job satisfaction are major factor in the use of sicktime.

In a study (public and private) which investigate the sources of stress, job satisfaction and health, the result of this study indicate that managers under considerable work stress and were at risk of mental and physical ill health, on the quantitative aspect of the experience of managerial stress, Taiwanese managers perceived more stress than general work force in the country and they were the worse mental and physical health than the general. When predicting job satisfaction, internal control demonstrated the strongest positive influence on job satisfaction, whereas work stress demonstrated the strongest negative influence (Dphil et al, 1999).

Bazyl et al (2000) in a study of stress among 269 managers from five large cities and organizations of different economic sector in Poland to examined if there was relationship between the type of economic sector and the stress of managerial staff. The result indicated that although the global intensity of stress sources are similar in the companies of various sectors. The result demonstrated that the economic sector is predictor of stress and connected with two subscale of the source of pressure scale. The first one was the guidance and back up from superiors the second one was workload. The result indicated that unsatisfactory managerial staff lack of motivation from the supervisor as well as lack of information and work load was cited as source of stress. Also higher intensity of stress source in connection with insufficient

organizational support. The higher intensity of stress exerts impact on job satisfaction and the study found that satisfaction increased among managers work in private organization.

2.13.1 The cost of occupation stress

There are many facts explain that some level of stress is required to make appropriate response to environment stimuli; even higher levels are sometimes useful for short bursts of increase performance. But when those levels increase and aggregate over time, it creates dysfunctional mental and physiological consequences.

Survey of 600 workers in 1991 from United State reported one third of the employees thought quitting their jobs because of job stress. another survey in (1992) found that 75% of American reported work stress, which caused 60% of the absenteeism from once or twice a week, and employees reported high levels of work related to job stress were absent from once to four a week. Work stress cost about million person's absence each workday.

Harris and associated found that 89% of all adults or 158 million Americans experience reported high levels of stress more than half felt 'great stress' at least stress nearly every day (Choblin,1997)

2.13.2 The effect of stress on individual and organization

2.13.2.1 Effect of stress on individual

Stress lead to emotion and thought which influence the nervous system, the hormonal, and the immune system. Emotional reaction and inner turmoil produce

change in sympathetic nervous system activity and stimulate the hypothalamic – pituitary adrenal axis (hormonal system) which initiates a cascade of reactions that affect virtually every system in the body, including brain process and perception individual under stress can experience psychological symptoms, as dissatisfaction, feeling anxiety, irritability, listlessness and forgetfulness, change in behavior, decrease in productivity and excessive smoking, or can endure physical reactions including rapid heartbeat, loss of appetite, fast breathing, tense muscles and perspiration (Barrios et al, 1997).

213.2.2 Effect of stress on organization

There are many effects of stress to the both the organizations and the individuals Recent studies estimates are that job stress cost employers more than 200 billion \$ a year in absenteeism, tardiness, burn out, lower productivity, worker compensation and medical insurance costs. One researcher estimates the cost of 1700\$ per employee per year medium-sized manufacturing company, furthermore the national institute of occupation safety and health suggest that 60-80%of accidents on the job are stress related. Which cost United State 33 Billion and resulted in 11,300 deaths and 1.9 million injuries in single year (Barrios et al, 1997).

Although work stress has been associated with job dissatisfaction and psychosomatic symptoms (Long et al, 1992). The process is not invariant. Individual differences, such as personality traits, work resources, and coping strategies used to manage work stress may be significant determines of these outcomes.

Others such as Winefield and Anstey (1991) in their study found four indicators of job stress: the burnout components of emotional exhaustion, depersonalization, and personal accomplishment, job stress can arise from discrepancies between the nature of the work and the expectations of the worker using the Australian scale, up to one third of respondents reported significant levels of job stress which varied according to age and sex .

Parenell et al (2003) in a study of Egyptian women in employed in clerical jobs were asked about the satisfaction and stress. The result analyzed within the symbolism of the Arab language using thematic and content analysis .prevailing theme is the interconnectedness another major theme that transcends all roles is the perception of inequality and how it affect their daily lives emergent stressors were grouped under employment role stress, maternal role stress, marital role stress, and relational role stress, the study explain that women stress was embedded in inequality in gender roles and the women empowered to cope through relying on endurance and outliving conflict.

Nyssen et al (2003) measured in his study about occupational stress and burnout in anaesthesia the effect of stress together with the source of stress and job characteristics found that the mean stress level in anaesthesia was 50.6% and the three main sources of stress reported were lack of control over time management, work planning, and risks. Anaesthesia reported high empowerment, high work commitment, and high job satisfaction. However 40.4% of the group was suffering from high emotional burnout and highest rate was in young trainees under 30 years of age.

2.13.3 Sex differences in stress and job satisfaction

In many studies the researchers found that men and women faced the same level of stress but the differences were found with the ability to cope with stress.

In a study 2584 physicians in all Canadian provinces. Measures include self-reported of stress and satisfaction, demographic variables, practice characteristic, the major source of stress indicated in both male and female physicians were time pressure on the job and the major sources of satisfaction were relationship with patients and colleagues . sex differences were found in terms of the specific variables that predicted job stress and satisfaction for both women and men, various work setting variables positively predicted occupational stress and negatively predicted job satisfaction, differences were correlation indicate that for both female and male physicians high levels of stress was associated with less satisfaction. (Richadesn and Burke,1982)

Volkwein and Zhiu (2003) indicate that Sex individual characteristics turn out to have significant impact controlling for all sex is the strength predictor of job stress and pressure. Female administrators tend to perceive more stress and pressure in their work.

2.13.4 Stress and mental health

Psychologists have been studying stress and it is impact on physical and mental health from several decades. In a study investigated sources of stress and their effect on mental health among 140 nurses manger in US this study concern three kinds of variables : the degree of stress experience at work, the personality of the individual, and characteristic of life situation away from work, the study found that although the

nurses managers reported high stress on the job they were satisfied with their jobs and they reported better mental health than normative groups, using the analysis found, three variables were important for prediction of mental health and satisfaction which supports the person environment fit theory of occupational stress (Cooper et al 1988).

2.13.5 Stress, satisfaction and burnout

Work pressure can lead to burnout. Few studies have examined burnout in social workers. Visserv et al (2003) examined the level of job stress and job satisfaction and the effect of stress and satisfaction on burnout among 2400 Dutch medical specialist the result was 55% of reported high of stress and 81% high job satisfaction, personal and job characteristic explained 2-6% of the variance in the job stress and satisfaction, working condition is more important explaining 24% of the variance of job stress and 34% of the variance of job satisfaction. Burnout was explained by both high stress and low satisfaction. This study showed protective effect of job satisfaction against the negative consequences of work stress as well as the importance of organizational rather than personal factors in managing both stress and satisfaction.

2.14 Stress and job satisfaction among managers

Some studies showed that managers and professionals often experience high levels of stress and pressure in their job, which effect their health, performance and satisfaction. In a study among 121 Chinese steelworker and 122 manager in China. The result found that factors intrinsic to the job as behavior, logic, organizational

structure, and climate were the main predictor of mental ill health and physical ill health in managers. Organizational structure, climate, and relationship with others were important predictors for workers. Management process and organizational forces were the strength predicting factors of job satisfaction both samples .and the result reflect that mangers scored statistically higher than workers.

(Shanfa and Cooper, 1993).

In a study among Taiwanese mangers working for various types of organization (public and private) which investigate the sources of stress, job satisfaction and health. The result of this study indicate that mangers under considerable work stress and were at risk of mental and physical ill health , on the quantitative aspect of the experience of managerial stress, Taiwanese mangers perceived more stress than general work force in the country and they were the worse mental and physical health than the general .When predicting job satisfaction, internal control demonstrated the strongest positive influence on job satisfaction, whereas work stress demonstrated, the strongest negative influence (Dphil et al, 1999).

Long (1999) examined the moderating effect of disengagement coping strategies on the relation of work resources as (power work support) and two work stress outcomes psychometric symptoms and job satisfaction among 83 managers on three occasions. The result found a greater use of disengagement coping to exacerbate the effect of powerlessness psychometric symptoms however only direct effect for work support, engagement coping and optimism different patterns. of effect were found for the work stress outcome.

Bazyl et al (2000) in a study of stress among 269 managers from five large cities and organizations of different economic sector in Poland the study examined if there was relationship between the type of economic sector and the stress of managerial staff, the result indicated that although the global intensity of stress sources are similar in the companies of various sectors, the result demonstrated that the economic sector is predictor of stress and connected with two subscale of the source of pressure scale the first one was the guidance and back up from superiors the second was workload, the result indicate that unsatisfactory managerial staff lake of motivation from the supervisor as well as lack of information and work load which was cited as source of stress also higher intensity of stress source in connection with insufficient organizational support, the higher intensity of stress exerts impact on job satisfaction and the study found that satisfaction increased among managers work in private organization , women, and higher level.

2.15 Stress and job satisfaction among managerial women

Entering women into management may serve as indicator of women's progress, number of researchers proposed that women face stress and strain as a result of their entry into management.

The existence of barriers to women advancement (Auster, 1993; Morrison, et al, 1987) suggests that there are sex differences on positional attributes, women may hold positions with lesser responsibility; lead that they will not perceive their positions to be deficient in these areas because equity comparisons relate to other women and not to their male peers (Summers and Decotiis, 1988).

Morrison and Glinow (1990) indicated three major sources of pressure which may be unique to women managers. First pressure of the job itself as long work hours, frantic work pace, responsibilities and demand. Second pressure associated with the role of being a woman in manager position as role model for other women. Third is the family obligation in addition to the pressure in the job. Researchers have identified several organizational experiences and conditions which are associated with the career success of managerial and professional women. These are support and encouragement by organization; receiving training and development opportunities; feeling accepted by the organization and being challenging and visible jobs. These organizational supports may facilitate a woman's move up the corporate ladder, increase a woman's career and satisfaction as well as reduce stress and pressure.

In a study of 191 professional and managerial women in Norway, work characteristics, job pressure (hours worked, level of management, work-family conflict), organizational support (acceptance, support, training and development) showed that women who experienced high role conflict and work-family pressure reported poor health outcomes and little life satisfaction. Organizational initiatives to support and develop women's careers and psychosomatic symptomatology and more life satisfaction (Richardson et al., 1997).

Most studies documenting women managers' organizational life by focusing on dissatisfaction and propensity to leave of managerial women, such reports may imply that male managers in contrast are more committed and satisfied than women. On the other hand, others suggest that women may experience greater job demands since they perceive that they have to be better than their male colleagues to get as far (Morrison et al., 1987 and West, 1988), and that they must work harder and longer in order to

demonstrate their worth. Supporting this some studies have shown that women managers are more ambitious and career oriented than men (Powell et al, 1984) and that their motive to manage is higher (Powell, 1988). Some studies have indicated that women are confronted with certain structural, which inhibit career advancement (Burke and Mckeen1991, 1995). These barriers may be result of organizational policies and practices. Such polices and practice may be related to the structure of opportunity, lack of power, and the proportion of people in different job categories (Billing and Alvesson, 1989). It believed that women is limited because of lack of opportunity, lack of power, lack of mentors and sponsors, and denied development opportunities such as challenging assignments (Richardse et al, 1999).

Research showed that there is a great similarity among men and women (Keita and Hurrel, 1994). A number of researchers have proposed that women faced additional stress and strain as a result of their entry into managerial roles (Richardse et al, 1999).

Burke (2002) examined the relationship between stress and women's health and the effects of occupation status on the work and health utilizing a divers sample of managerial women. The result indicated that work stressors had negative relationship with job satisfaction and positive relationships with self reported psychometric symptoms, also women in lower occupational status indicated less satisfaction at work and poorer emotional and physical health.

There are some stressors may be important for working women. These include organizational politics tokenism, barriers to achievement overload, social sexual behavior, work home conflict and organization restructuring and downsizing (Burke, 2002).

2.15.1 Psychosocial factors associated with job stress

Job strain supported the idea that social factor at work play a critical role in the of common chronic disease and hypertension. According to Mesier and Capobianco data obtained from patient record at the university of California The study found that 43 of 46 women were diagnosed with anxiety or depression and that number only 30.4% of the combined grouping of women reported a combination of job stress and depression occupational stress. The finding of this study suggest that as many employers are attempting to maximize productivity in the work place by getting the most out of working women utilizing a learn productivity mindset, the process may be detrimental to woman's heart. The job strain support the idea that social factors at work, even in upper levels of management, play a critical role in the production of common chronic disease such as heart disease and hypertension (Mesier and Capobianco, 2001).

2.15.2 Occupational status and social class

Most of the research on work stress and health involved managerial and professional women; there is an emerging body of work measures of occupation status and work stress that covers a greater rang of occupations, social class refer the underling structure of industrialized societies in which many social and economic characteristics, such as employment conditions, level of pay, housing quality, and prestige tend to vary.

Pearline (1989) suggested that stress exists in social roles reflecting the unequal distribution resources, opportunities and self regards.

On other hand according to Aston and Lavery (1993) in a study among managerial women in clerical occupations. Managerial women reported more intrinsic rewards and fewer intrinsic concerns and higher in self esteem However no differences was found in depression, quality of life.

Bartley et al (1999) examined the relationship of two indicators of social position with health among sample of British women, one indicator used five categories (professional, administrative, routine none- manual self employed, skilled manual workers, none skilled manual workers). The second indicator was a rating of social advantages they found strong relationship between social position and self- assessed health (Burke, 2002).

2.15.3 Social support

Social support has been defined as information from others that one is loved and cared for, esteemed and valued, and part of network communication and mutual obligations from parents, a spouse or lover, other relatives or friends, social and community contacts (such as churches or clubs) (Rietschlin, 1998). People with high level of social support may experience less stress when they confront a stressful experience, and they cope with it more successfully (Taylor, 2003).

How can social support affect a person well –being? researchers suggested three possible mechanisms: social support has direct effect on health, social support directly reduced stressors affecting the person; social support mitigates the relationship between stressors and well-being

Social relation such as social ability with relative and friends can have positive effect on psychological well – being by enhancing person's sense of meaningful existence affecting one's appraisal of life strains, and providing resources for support.

Researchers have proposed that social support outside work place counters or outweighs the effect of work strain. This proposition is consistent with psychometric research where the increase in serum levels of immunoglobulin G during period of high of high job strain was found to be greater among persons with low social support (Decher, 1997).

In a study stressors and coworker social support in relation to both psychological strains and performance. One hundred and ninety eight door to door book dealers, employed in seasonal basis, completed self report measures of job stressors, psychological strains, coworker support, and job performance, data obtained from company record, the result indicate that stressors predicted both psychological strain and one of the tow measures of performance the strongest predictor was job specific measures of chronic stressors. Social support predicted psychological strains; however, it was weakly related to performance. There was no evidence that social support moderated the effects of any of the stressors (Beeher et al, 2000).

2.15.4 Relationships with colleagues

People are the valuable resources of the organization, achieving effective performance required best relationship between staff and healthy work life.

Hezberg indicate two factor theory one the important hygiene factors is relationship with co- workers (Hezberg, 1968).

According to Richardsen (1982) in a national, survey of 2584 physicians in all Canadian provinces found that major source of stress by male and female were time pressures on the job while the major source of satisfaction is relation ship with patient and colleagues.

Koh and Boo (2001) in a study of 237 managers in Singapore found that there was significant and positive relationship between job satisfaction and better relationship with co-workers.

2.15.5 Work and family

There is large body of literature which examine the effects of women's work on family Guinn et al (1999) examine the relationships between work family and satisfaction among 173 employed women the majority of them were married

The result of this study support the hypothesis that women experience of their family environment predicts their job satisfaction.

In this chapter the researcher presented pervious studies which concern with stress and job satisfaction, and tried to focus on managerial women in different societies, The researcher noted that developed countries focus on occupational stress as one of the most important occupational health issues, highly emphasized by occupational physicians, policy make, but in developing countries until recently there is no studies concern with occupational stress and it is effect

To summaries, the researcher present definition of stress, the theories which explained stress and it is effect on physical and metal health, occupation stress, it is influence to the organization and individual, most of the studies found that occupation stress was the major reason of absenteeism and dissatisfaction in different countries. (Shanfa and Cooper, 1993, Dphil et al, 1999).

Studies tried to find explanation that while the number of women participated in the work force increased the proportion of the women in high position still limited

According to the Literature the researcher explained different kinds of managers with different responsibilities top managers, middle managers, first line managers, and team leaders. Satisfaction theories which attempt to explain the nature of satisfaction and help to explain the behaviour of certain people at certain times. Dimensions of job satisfaction which affected by wide rang of variables relating to individual, social, cultural and environmental factors (Magrebi,1999)

Attention was given to the types of stress affected managerial women and their influence on job satisfactions, the majority of studies conducted in western counties, most of the results found that managerial women reported high level of stress, the main sources of stress were work stress and family stress and they had negative effect on job satisfaction. (Dphil et al, 1999, Volkwein and Zhiu, 2003).

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In this study the researcher emphasized on Palestinian managerial women, who expose to unique types of stress such as political stress and current period stress in

addition to the traditional types of stress affected managerial women in different countries.

Chapter 3

Methodology

3.1 Study design

This study is a descriptive analytic study, which focuses on the relationship between stress and job satisfaction. Most previous studies in this area has been involved men; the present study focuses on women's experiences. Predictors of women satisfaction and health are specified in particular order, the first block of predictor were demographic characteristics (e.g. age, level of education – marital status, number of

children, experience) the second block of predictors were work situation characteristics (e.g. type of organization, tenure in current job) these two predictors included measures found to be related to satisfaction and health. They served as control variable before considering the relationship of the third block predictors type of stressors, affected women's satisfaction and well being. The important question was whether the work stressors would have significant relationship with satisfaction and well –being. Long (1993) this type of study is economical and cost effective and it gives various results.

3.2 Study population

The study population included all managerial women in Gaza Strip ministries, organizations, non-governmental organization (NGO'S), universities, private sectors,. and UNRWA. The total number was 300 managerial women At four levels of managers, (deputy of ministry, general managers, managers and acting managers

Data collection was started at the end of November and continued to the end of December 2005.

3.3 Sampling process

The sample of managerial women was selected through manually prepared list from each ministry. The researcher decided to take the manual list of managerial women because General Personal Council and Statistical Bureau refuse to give any information about the number or the names of managerial women. the researcher visited every place and obtain the number of managerial women the thing which help

the researcher that being female and manger. The sample included deputy minister – general managers –managers- acting manager.

3.4 Method of the study

The study is cross sectional study, which used quantitative of data collection using questionnaires distribution to the selected population.

Data was collected from the selected sample used the following measures:-

Personal demographics were measured by a number of single items these include: age, level of education, marital status, number of children, work and education of husband, place of residence and type of residence.

Work situation characteristics such as experience years, organization size, salary, hours worked, receiving training, having job description

According to previous studies the researcher used to measure job satisfaction by designing 38 items questionnaire to elicit information on job satisfaction using 8 subscales, the items were rated using 5 point. 1strongly disagree, 2 disagree, 3 a doubt agree,4.agree, 5strongly agree, the respondent asked to circling the suitable number which describe their response very well, the respondents were asked about their job satisfaction in general, salary, work environment, their attitude towards work, ability to work, their relationship with colleagues and supervision and if they had high level of absenteeism each scales composed between 2-9 short phrase , eneral satisfaction loaded in 9 items; while Relationship with colleagues 6 items, Ability to work in 5 items, Salary in 3 items, Supervision in 4 items and work environment in 3items, attitude towards work 3 items and Absenteeism 2 items .

the third parts of questionnaire had stress scale, the researcher reviewed the previous studies which concerned with stress focusing in the studies conducting in Palestine, the researcher found 3 types of stress affected managerial women in all countries awhile Palestinian managerial women exposed to five types of stress political stress, and current period after Israeli occupation withdraw from Gaza Strip, were unique for Palestinian women in addition to work stress include work environment, work load, problem with workers, organization structure and climate, job insecurity, Harassment, Hazards, discrimination and social and family stress including family and household demand, time conflict and social support . The items are rating using 5 point Likert scale, 1. no effect, 2. little effect, 3.moderet effect, 4.high effect, 5 very high effect. The respondents selected the number which described the effect of the event on their work and life .

3.5 Ethical consideration and procedures

An informed letter about the study objective and purpose added to each questionnaire. The researcher promised that the names were anonymous and confidential. Annex.1

3.6 pilot study

The purpose of the pilot study to examine the response rate, validity and suitability of the questionnaire to correct any mistake or weakness were found before data collection.

A sample of 20 managerial women was selected from four ministries which represented 7.9% of the total sample, the questionnaire took 15-20 minutes for each participant to finish it. All the questions were clarified and understandable and there were no problems. Some questions need change some words to be more accurate, all the questionnaire items were clear and direct so researcher include the pilot sample in the study.

3.7 Statistical analyses

The researcher used computer soft (SPSS ver.12) for data entry and data cleaning performed by selecting number of questionnaires and through frequency table for all variables. Frequency distribution and descriptive statistics were used to present data for the each variable; the researcher compared categorical data job position and sociodemographic by chi square. Means and standard deviations were computed for continuous numeric variables also the researcher tested the reliability and validity of the study instrument. Factor analysis was done to examine the structure of the questionnaire. The relationship between the variables was tested by using independent t-test, the difference between variables was investigated using by One –way ANOVA the result for numeric variables, statistical significant would obtained when p value was less than 5 % ($p < 0.05$).

3.8 Reliability of satisfaction scale

Table 1-A

Factor analysis of job satisfaction scale using Varmix rotation

Factor name	Number of cases	Number of items	Cronbaches Alpha

General satisfaction	234	8	.74
Relationship	245	5	.73
Ability to work	237	5	.66
Salary	242	3	.78
Supervision	243	3	.63
Attitude towards work	245	3	.70
Absenteeism	248	2	.83

Reliability means that the procedure is capable of returning accurate results despite the presence of factors which might influence the outcome.

We can consider the questionnaire is reliable when the same individual gives

The same results in different occasions (Thabit ,2004).

There are two main methods of assessing the reliability of questionnaire: test retest reliability and internal consistency . The researcher estimated the reliability of satisfaction scale by using the cronbach alpha equation (No. of Items 39); the reliability of satisfaction scale was = .74

Factor analysis and Cornbach Alpha was conducted to all satisfaction factors the as shown in the table 1-a corbaches alpha to all satisfaction factors was between (.63-.83)

3.9 Reliability of stress scale

Table 1-B

Factor analysis of stress scale using Varmix rotation

Factor name	Number of cases	Number of items	Cronbaches Alpha
Political stress	235	6	.83
Family stress	178	8	.89

Work stress	230	11	85
Current period stress	242	6	.70
Social stress	97	5	.77

The researcher estimated the reliability of stress scale by using the cronbach alpha equation (No. of Items 36); reliability of stress scale was = .92.

Factor analysis and Cornbach Alpha was conducted to all stress factors the as shown in the table 1-B, corbaches alpha to all stress factors was between (70- .89).

3.10 Validity of stress scale

Table 2-A

Correlation between stress factor and total stress

Factor	R	P
Family stress	.830(**)	.000
Political stress	.351(**)	.000
Work stress	.757(**)	.000
Current period stress	.435(**)	.000
Social stress	.645(**)	.000

Validity concerns with the extent to which the questionnaire can really provide the information which it must provide.

The researcher examined the validity of the scale by sending the constructed questionnaire and the objective of the study to five experts working in the same field. They were asked about their opinions and suggestions and if they saw that questionnaire items measure the phenomena. According to their suggestions the researcher changed and some items were removed. The researcher calculated the correlation coefficient of every item (dimension) of stress scale with the total scores

of every scale. As shown in the table 2-A, all the items had good level of internal consistency validity, were the correlation coefficient for all subscales ranged $R = (**0.35 - 0.83**)$.

* $P > 0.05$ ** $P > 0.01$ *** $P > 0.001$

3.11 Validity of satisfaction scale

Table 2-B

Correlation between satisfaction factors and total satisfaction

Factor	R	P
general satisfaction	.697(**)	.000
Relation ship with colleagues	.633(**)	.000
Ability to work	.616(**)	.000
Supervision	.636(**)	.000
Work environment	.645(**)	.000
Salary	.622(**)	.000
Absenteeism	.017	.784

* $P > 0.05$ ** $P > 0.01$ *** $P > 0.001$

The researcher calculated the correlation coefficient of every item (dimension) of stress scale with the total scores of every scale. As shown in the table 2-B, the correlation coefficient for all subscales ranged $R = (**0.22 - 0.697**)$.

3.12 Inclusion criteria

The study included all managerial women actively working at governmental sectors, NGO, private, and UNRWA at the time of the study

3.13 limitation of the study

The researcher faced many obstacles during implementing the study such as:

1. Some managerial women were not cooperative with the researcher.
2. The actual number of managerial women was unknown.
3. General personal council was not cooperative with the researcher and refused to give any information about the number or the names of managerial women.

Chapter 4

Results

In this chapter the researcher will presented the result of the empirical study according to the statistical analysis. All Sociodemographic characteristics of the study population and distribution of the respondent in different type of institutions and organizations will be presented. frequency distribution of the items and descriptive statistics was used to present the data, the researcher used chi square to compared categorical data and measure the statistical significant of differences (0.05) (Thabet, 2004).

Job satisfaction factors were independent variables and sociodemograhpic such as age, marital status, type and place of residence, level of education were dependent variables.

Types of stress as independent variable and sociodemograhpic element were dependent variable.

The researcher conducted factor analysis to find the most common loaded, one way ANOVA was used to test differences between job satisfaction factors and sociodemograhpic, the differences between types of stress and sociodemograhpic, correlation was used to explain the relationship between stress and job satisfaction .

4.1 Demographic characteristics of the study population

4.1.1 Distribution of the study sample by age

As we shown in the table 3, the study sample divided into four age groups, 46 of the managerial women were young from the first group aged 20-30 years that represented 19%, 98 from the age group 31-40 years that represented 40.5%, 63 from the age group 41-50 years that represented 26% and 35 from the age group 51-60 which represented 14.5%.

Table 3
Distribution of the study sample by age (N=252)

Age	No	%
20-30 years	46	19.0
31-40 years	98	40.5
41-50 years	63	26.03
51-60 years	35	14.46
Total	242	100

4.1.2 Distribution of the study sample by salary

As shown in table 4, 225 managerial women from 252 recorded the salary, 26 of the respondents received low salary (1000-1950 NIS) that represented (11.56%), 80 received middle salary (2000-2900 NIS) representing (35.56%), 62 received high salary (3000-3900 NIS) representing 27.55% and 57very high salary (4000- and above NIS) representing (25.33%).

Table 4
Distribution of the study sample by salary

Salary	No	%
Low (1000-2000 NIS)	26	11.56
Middle(2001- 2900 NIS)	80	35.56
High (2901- 3900 NIS)	62	27.55
Very high (3901 and above NIS)	57	25.33
Total	225	100

4.1.3 Distribution of the study sample by marital status

As shown in table 5, 192 of managerial women were married that represented 76.5%, 47 were single that represented 18.7%, only 5 managerial women of the study were divorced that represented 2%, and 7 subjects of the study were widowed that represented 2.8%.

Table 5
Distribution of the study sample by marital status

Marital status	No	%
Single	47	18.7
Married	192	76.5
Divorced	5	2.0
Widowed	7	2.8
Total	251	100

4.1.4 Distribution of the study sample by place of residence

As shown in table 6 32 of managerial women live in North Gaza, (9.1%), one hundred and four of participant live in Gaza (41.3%), 77 live in middle area (30.6%), 30 live in Kan younis (11.9%) and 18 live in Rafah (7.1%).

Table 6
Distribution of the study sample by place of residence

Place of residence	No	%
North Gaza	23	9.1
Gaza	104	41.3
Middle Gaza	77	30.6
Kan Younis	30	11.9
Rafah	18	7.1
Total	252	100

4.1.5 Distribution of the study sample by type of residence

Table 7 showed that 201 of managerial women live in cities this number represented 81.1% of all managerial women , 28 live in camps that represented 11.3%, and 19 live in village (7.7%), this result reflect that the opportunities for women who lived in camps and village still limited

Table 7
Distribution of the study sample by type of residence

Type of residence	No	%
City	201	81.
Camp	28	11.3
Village	19	7.7
Total	248	100

4.1.6 Distribution of the study sample by level of education

Table 8 shows that most of managerial women were qualified only one managerial women was unqualified which represented 0.4%, 7 general secondary that represented 2.8%, 39 have Diploma that represented 15.5%, 166 have BA that represented 65.9%, Master degree represented 12.3% and 8 have PhD that represented 3.2%.

Table 8
Distribution of the study sample by level of education

Level of education	No	%
Not educated	1	0.4
Secondary	7	2.8
Diploma	39	15.4
BA	166	65.9
Master	31	12.3
PhD	8	3.2
Total	252	100

4.1.7 Distribution of the study sample by level of husband education

The study sample contained 194 husbands of the managerial women, the majority of them 122 have BA that represented 62.9% one husband was not educated that represented 0.5% have Diploma that represented 1.0%, having Master degree represented 16.5%, and 12 have PhD that represented 6.2%.

Table 9

Distribution of the study sample by level of husband education

Level of education	No	%
Unqualified	1	0.5
Secondary	25	12.9
Diploma	2	1.0
BA	122	62.9
Master	32	16.5
PhD	12	6.2
Total	194	100

4.1.8 Distribution of the study sample by husband job

Table 10 showed, 12 of the husbands was unemployed that represented 6.3%, 3 worker that represented 1.56%, 9 occupational workers that represented 4.69% , 139 were employees that represented 72.4% . 6.25% merchant and 8.85% work in other jobs

Table 10

Distribution of the study sample by husband job

husband Job	No	%
Unemployed	12	6.25
Worker	3	1.56
Occupational worker	9	4.69
Employee	139	72.4
Merchant	12	6.25
Others	17	8.85
Total	192	100

4.1.9 Distribution of the study sample by number of children

The study sample showed that 176 managerial women have children, 57 of them have one or two children that represented 32.4%, 92 have number of children between 3 -5 that represented 52.2%, 13.6% have number of children between 6-8 take care and responsibilities towards this high number of children increase stress.

and only three managerial women have above 9 children that represented 1.7% .

Table 11
Distribution of the study sample by number of children

Number of children	No	%
1-2	57	32.4
3-5	92	52.3
6-8	24	13.6
9-12	3	1.7
Total	176	100

4.1.10 Distribution of the study sample by type of profession

Number of managerial women completed this item were 225, 41.3% were administrative, 19.1% from other professionals, 13.9% were teachers, 8% were accountants, 4.9% were engineers, 9 were lawyers that represented 4.0%, the same number were physicians, and 3.1% pharmacists .

Table 12
Distribution of the study sample by type of profession

Type of profession	No	%
Administrative	93	41.3
Other governmental employees	43	19.1
Teacher	35	15.5
Lawyer	9	4.0
Accountant	18	8.0
Engineer	11	4.9
Physician	9	4.0
Pharmacist	7	3.1
Total	225	100

4.1.11 Distribution of the study sample by position

Table 13 showed that one managerial woman was deputy for ministry, 20 were general manager that represented 8.0%, 130 were managers that represented 51.8% and 100 were acting managers that represented 39.8% this number reflect the negative attitude towards women in management

Table 13

Distribution of the study sample by position

Position	No	%
Deputy minister	1	.4
General manager	20	8.0
Manger	130	51.8
Acting manger	100	39.8
Total	251	100

4.1.12 Distribution of the study sample by type of organization

According to the type of organization., table 14 showed that 194 managerial women were working in governmental sector representing 77%, 27 working in NGOs that represented 10.6 %, 4 were working in the universities representing 1.6%, 20 were working in UNRWA representing 7.9%, 7 working in private sectors representing 2.8%

Table 14

Distribution of the study sample by type of organization

Type of organization	No	%
Government	194	77.0
NGOs	27	10.7
University	4	1.6
UNRWA	20	7.9
Private	7	2.8
Total	252	100

4.1.13 Working previously in other job

Table 15 showed that 154 managerial women from 242 had been working in other job that represented 63.6%, while 88 managerial women did not that represented 36.4%.

Table 15

Distribution of the study sample by working previously in other job

Working previously in other job	No	%
Yes	154	63.6
No	88	36.4
Total	242	100

4.1.14 Attending training courses in management

Table 16 showed that 200 managerial women attending training courses in management that represented 80.3%, while 49 did not attending training courses that represented 19.7%.

Table 16

Distribution of the study sample by attending training courses

Attending training courses	No	%
Yes	200	80.3
No	49	19.7
Total	249	100

4.2 Job position and sociodemographic characteristic

Job position of the managerial women were divided to four levels deputy of ministry, general manger, manager, and acting manger. This was done according to the governmental system. In the following section we will present the demographic characteristics and level managers using chi square considering the significant level ≤ 0.05 or < 0.05 .

4.2.1 Job position and age of managerial women

Table 17 showed that managerial women age divided into four groups. The first one was (20-30 years old) in which no one of the high position as deputy of ministry or general manger were from this age group, while 37.7% of managers and 62% of acting managers were from this age group, the second age group was (31-40 years old) no one of the high position as deputy of ministry was from this age group, 4% of general managers, 52% of managers and 43% of acting managers were from this group, the third group was (41-50 years old), 14% of managerial women of position general managers, 58% of managers and 25% of acting managers were from this group, the fourth group (51-60 years old), the only one managerial woman of position deputy of ministry was from this age group, 17% of general managers, 60% of managers and 20% of acting managers were from this age group.

these results explain that the majority of managerial women in position acting manager and managers from the age group (30-40) while the majority of the position general manager from the age group (41-50). There was statistically significant relationship

between age and managerial women position ($\chi^2 = 33.27, df = 9, p = 0.00$)

Table 17
Job position and age of managerial women

Age in years	Deputy of ministry		General manager		Manager		Acting Manger		Chi Square	P
Age	No	%	No	%	No	%	No	%	*33.27	0.00
20-30 years	0	0	0	0	17	37.7	28	62		
31-40 years	0	0	4	4	51	52	43	43		
41-50 years	0	0	9	14	37	58	17	26		
51-60 years	1	2	6	17	21	60	7	20		

4.1.3 Job position and marital status

Table 18 shows the comparing of marital status of managerial women, number of single managerial women were 46, no one of managerial women of deputy of ministry was single, 8% of single managerial women were of position general manger, 52% mangers and 39% were acting mangers, the majority of managerial women were married 8%were general mangers, 52% mangers and 40% acting mangers, 5managerial women were divorced one of them was general manger , two were general mangers, and two were acting mangers, 7 managerial women were widowed, the only one managerial women of position deputy ministry was widowed, 3 were mangers and three were acting mangers. There was statistically significant relationship between marital status and managerial women position ($\chi^2=36.4, df=9, p=0.00$).

Table 18
Job position and marital status

Marital status	Deputy of ministry		General manager		Manager		Acting manger		Chi Square	P
	No	%	No	%	No	%	No	%	*36.4	0.00
Single	0	0	4	8	24	52	18	39		
Married	0	0	15	8	100	50	77	38		

Divorced	0	0	1	20	2	40	2	40		
Widowed	1	14	0	0	3	42	3	42		

4.2.3 Job position and level of education

According to the level of education table 19 showed that the majority of the managerial women of each job position were have higher degrees in education , only one managerial woman of position manager was not educated, in the position deputy of ministry the only managerial woman has BA level, 7 managerial women have General secondary one of them was general manger,3 were mangers and 3 acting mangers, while 39 managerial women have Diploma 15% of them general mangers,33% were mangers and 51% were acting mangers,165 managerial women have BA, 3% general mangers, 55% mangers and 41% acting mangers, 35 managerial women have Master degree 19% were general mangers, 58% were mangers and 22% were acting mangers,8 managerial women have PhD 25%of them general mangers, 50% were managers and 25% were acting mangers. There was statistically significant relationship between level of education and managerial women position ($\chi^2=24.90, df=15, p=0$).

Table 19
Job position and level of education

Level of education	Deputy minister		General manager		Manager		Acting manager		Chi Square	P
	No	%	No	%	No	%	No	%		
Not educated	0	0	0	0	1	100	0	0	24.90	0.00
General secondary	0	0	1	14	3	43	3	43		
Diploma	0	0	6	15	13	33	20	51		
BA	1	0.6	5	3	91	55	68	41		
Master	0	0	6	19	18	58	7	22		
PhD	0	0	2	25	4	50	2	25		

4.2.4 Job position and type of residence

Table 20 showed distribution of managerial women according to the type of residency, the number of managerial women of all position lived in cities were 200. in the position Deputy of ministry the only one of this position live in city, 9% general managers, 55% managers and 35.5% acting managers, While only 19 managerial women live in villages 52% of them managers and 47% acting managers, and 28 managerial women live in camps, 3% of them general managers, 32% managers, and 64% acting managers, this result show that there was social bias towards the cities the relationship between managerial women position and type of residence not reached statistically significant ($\chi^2=10.65, df=6, p=1.00$)

Table 20
Job position and type of residence

Type of residency	Deputy minister		General manager		Manager		Acting manager		Chi Square	P
	No	%	No	%	No	%	No	%		
City	1		18	9	110	55	71	35.5	10.65	1.00
Village	0		0	0	10	52	9	47		
Camp	0		1	3	9	32	18	64		

4.2.5 Job position and place of residence

Regarding to the distribution of place of residence, Table 21 showed that the only one of position deputy of ministry live in Gaza. Also 23 managerial women live in North Gaza 13% general managers, 52% managers and 34% acting managers while the number of managerial women live in Gaza was 104, 9% of them general managers, 56% managers and 34% acting managers, 30 live in Khan Yonis 10% were general managers, 30% were managers and 60% were acting managers living in Gaza, 15% of them are living in North Gaza, 20% live in middle, 15% are living in Kan Yonis and no one live Rafah. While 18 managerial women live in Rafah, no one of position generals

manger live in Rafah 28% of the manger, and 72% of position acting mangers, these results showed that place of residence play important role in the promotion, and holding high position, managerial women lived in Gaza had more opportunities than others this related social relationship and the proximity with decision maker.

there was no statistically relationship between place of residence and managerial women position ($\chi^2=20.48, df=12, p=0.58$).

Table 21
Job position and place of residence

Place of residency	Deputy of ministry		General manager		Manager		Acting manger		Chi Square	P
	No	%	No	%	No	%	No	%		
North Gaza	0	0	3	13%	12	52	8	34	20.486	0.58
Gaza	1	0.9	10	9	59	56	34	32		
Middle Gaza	0	0	4	5	45	59	27	35		
Kan Yonis	0	0	3	10	9	30	18	60		
Rafah	0	0	0	0	5	28	13	72		

4.2.6 Job position and working in previous job

According to table 22, most of the managerial women of all position working in previous job, 11% of general manager, 52% of manager, 35% of acting manager were working in previous job, while 2 % of general manager, 50% of manager and 47% of acting manager were not working in previous job, there was no statistically relationship between working in previous job and managerial women position .

($\chi^2=8.19, df=3, p=0.43$).

Table 22
Job position and working in previous job

Type of residency	Deputy of ministry		General manager		Manager		Acting manger		Chi Square	P
	No	%	No	%	No	%	No	%		
Working in previous job	1	0.06	17	11	81	52	55	35	8.192	0.34
Not working	0		2	2	44	50	42	47		

previous job										
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4.2.7 Job position and attending training courses

Table 23 shows that the total number of managerial women who received training courses was 200, 8% general managers, 56% managers and 35.5% acting manager, while 49 managerial women did not attending training courses 8% general managers, 37% managers and 55% the acting manager there was no statistically relationship between attending training course and different type managerial women position

$$(\chi^2 = 6.88, df = 3, p = 0.76)$$

Table 23

Job position and attending training courses

Attending training courses	Deputy minister		General manager		Manager		Acting manager		Chi Square	P
	No	%	No	%	No	%	No	%		
Courses	1	0.5	16	8	112	56	71	35.5	6.887	0.76
No courses	0		4	8	18	37	27	55		

4.2.8 Job position and type of organization

According to the distribution of type of organization among type of managers table 24 shows that the majority of managerial women working in governmental organization, 7% general managers, 52% managers and 38% acting managers, 25 managerial women working in NGO, 7% general managers, 44% managers and 40% acting managers, 4 managerial women working in universities, one of them general managers, two managers and one acting manager, 7 managerial women working in private sectors there was no statistically relationship between type of organization and managerial women position ($\chi^2 = 7.82, df = 12, p = 0.9$).

Table 24**Job position and type of organization**

Type of organization	Deputy minister		General manager		Manager		Acting manager		Chi Square	P
	No	%	No	%	No	%	No	%		
Governmental	1	0.5	14	7	101	52	77	38	7.829	0.9
NGOs	0	0	2	7	12	44	11	40		
University	0	0	1	25	2	50	1	25		
UNRWA	0	0	1	5	11	55	8	40		
Private	0	0	0	0	4	57	3	43		

4.2.9 Job position and level of husband education

Table 25 comparing between types of managerial women and their husbands level of education by looking to the table we note that most of the husbands highly qualified with level BA and above, managerial women in position general manger one husband was unqualified that represented 7%, no one of this position husbands have General Certificate education or Diploma, 40% have BA. 33% have Master degree and 20% have PhD. Managerial women in position manager of director 8%of the husbands have General certificate education, no one has Diploma, 71% have BA, 15% have Mater and 6% have PhD, while 23% of acting manager husbands have General certificate education, 2.5% have Diploma, 56% have BA,. 14.5% have Master degree, and 4% have PhD ($\chi^2=35.77, df=10, p=0.00$).

Table 25**Job position and level of husband education**

Level of education	Deputy minister		General manager		Manager		Acting manager		Chi Square	P
	No	%	No	%	No	%	No	%		
Not educated	0	0	1	7	0	0	0	0	35.7	0.00
Secondary	0	0	0	0	8	8	17	23		
Diploma	0	0	0	0	0	0	2.	2.5		

BA	0	0	6	40	74	71	42	56		
Master	0	0	5	33	16	15	11	14.5		
PhD	0	0	3	20	6	6	3	4		

4.2.10 Job position and husband job

Regarding to table 26 compared between managerial women position and their husbands job the majority of managerial women husbands employee 71% of general manager husbands, 14% were unemployed and were working in other jobs, 74% of managers husbands were employee, 6% unemployed, 3% were occupational worker, 7% merchant, and 11% were working in other jobs, 71 of manager acting husbands were employees, 5% unemployed, 4% were workers, 8% were occupational workers, 6% merchants and 5% were working in other jobs ($\chi^2=12.03$, df=10, p=0.28).

Table 26
Job position and husband job

Type of work	Deputy minister		General manager		Manager		Acting manager		Chi Square	P
	No	%	No	%	No	%	No	%		
Unemployed	0	0	2	14	6	6	4	5	12.038	0.28
Worker	0	0	0	0	0	0	3	4		
Occupational worker	0	0	0	0	3	3	6	8		
Employee	0	0	10	71	74	74	55	71		
Merchant	0	0	0	0	7	7	5	6		
Others	0	0	2	14	11	11	4	5		

4.3 Job satisfaction among managerial women

4.3.1 Factor analysis for the job satisfaction scale

When the researcher examined the structure of job satisfaction questionnaire, initial principle components factor analysis with varimax rotation with Kaiser normalization of all data was performed. The factor analysis of the 38 items yielded eight factors, the only items loaded (.42) considered the lowest level to be included in each factor. The following table shows that the result of factor analysis which describe the main constructs of satisfaction derived from the study subjects (38) items distributed among eight factors which are: general satisfaction, which contained 9 items these items explain if the person satisfied with his work as I feel satisfied with my work, regulations make me satisfied, I feel satisfied about the permission, I satisfied with supervision, when the employee satisfied with his work always he feel secure and hope to continue in his organization until the end. and he believe that the opportunity to have promotion is available with working hard. Loading was between (.46-.69) and mean was between (2.9- 3.6)

I Relationship with colleagues, contained three items 1: my colleagues respect personal thin as a woman to me with loading .731 and mean 3.86, the coworker is enough and helpful loading to this item was .677 and mean was 3.86 the lowest loading was to the item my work give me the chance to have new relationship

Ability to work include 5 items with loading between .729 - .54 the highest loading was to the item my organization give me more work because my work is perfect the means to this factor was between (4.17- 2.23)

Salary included 3 items with loading between (.83- .78)and means between (3.42- 3.04)

Supervision contained three items which were I feel unfair with supervision loading was .74 , I hope my supervisor another one with loading .59 the lowest loading was my supervisor give me the responsibilities to take any decision .466

Work environment included three items with loading between .42- .618

salary, supervision, work environment, attitude towards work, absenteeism, .

General satisfaction loaded in 9 items; while Relationship with colleagues 6 items, Ability to work in 5 items, Salary in 3 items, Supervision in 4 items and work environment in 3items, attitude towards work 3 items and Absenteeism 2 items. I take my vacation at the beginning of the year the load was .809 and I don't go to my work continuously because of health reasons these items indicate that the individual didn't prefer coming to the work. The researcher exclude the items whit low loading

Table 27

Principal factor analysis of job satisfaction scale items with varimax rotation

Factors	Loading	Mean	S .D
Factor1 (General satisfaction)			
1-I feel satisfied with my work	.69	3.45	1.005
9-Regulations and laws of my job make me satisfied and comfort	.656	2.93	1.066
3-I feel satisfy about the permission and responsibilities	.66	3.52	1.080
8-Hope to continue t my organization until the end	.608	3.62	1.092
7-Think that there is the opportunity to have promotion	.598	3.51	1.054
32-Satisfy with the supervision I have from supervisors	.536	3.19	1.036
4- I feel secure at my present job	.46	3.58	1.015
11-The positive result I have encourage me to work more and more	.570	3.77	1.060
17-The evaluation of employee depend on the experience and high performance skills	.594	3.57	1.292
Factor2-relationship with colloques			
27-My colleagues respect personal thing as a woman to me	.731	3.86	.938
25-The co worker is enough and helpful	.677	3.69	.972
10-My work give me the chance to have new relationship	.505	4.12	.813
26-My colleagues respect my and do my decisions	.731	4.09	.825
19-L feel satisfy with the courses	.47	3.59	1.102

Factor 3-Ability to work			
5-I am a proud of my performance	.729	4.17	.796
2-I feel I do important work to my organization	.609	4.07	.872
6-I feel my job unsuitable for me	-.600	2.23	1.200
16-My job requires high performance skills	.55	4.00	.937
15-My organization give me more work because my work is perfect	.545	3.58	1.089
Factor4-Salary			
36-I feel unfair for my salary comparing with the work I do	.837	3.04	1.215
37-I feel frustrated because my colleagues in other organizations receive salary more than mine	.790	3.42	1.242
35-I feel my salary is not enough for my needs	.784	3.13	1.228
Factor5-supervision			
34-I feel unfair with supervisor	-.748	2.54	1.079
33-I hope my supervisors another one	-.593	2.49	1.224
31-My supervisor give me the responsibilities to take any decisions	.466	3.33	1.072
Factor 6-work environment			
24-My work depend on team work	.420	3.71	1.015
29-My success in the work make my colleagues unhappy	.452	2.98	1.170
28-The relationship between colleagues is bad	.618	2.30	1.113
Factor7 Attitude s towards work			
14-My work is fair with all employee	.421	3.01	1.269
11-The positive result I have encourage me to work more and more	.553.	3.77	1.060
38-If I have a chance to another organization pay more salary I shall leave my organization	.430	2.45	1.204
Factor 8 Absenteeism			
22-I take all my vacations at the beginning of the year	.809	1.96	.903
23-I don't go to my work continuously because of the health reasons	.698	1.71	.716

4.3.2 Means and standard deviation of job satisfaction factors

Means and standard deviation of job satisfaction factors as shown in table 28 general satisfaction (mean =3.4, SD =6.5) managerial women are satisfied with their work, relation ship with colleagues was the most important factor the (mean =3.8, SD=3.7), ability to work (mean = 3.6, SD =2.9) while absenteeism is the least common factor score by managerial women (mean =1.8, SD=1.3), attitude towards work (mean=3, SD=2.2) satisfaction with salary, and work environment in the same range (mean =2.98,SD=1.9) and supervision (mean = 2.0,SD=1.8).

Table 28
Means and standard deviation of job satisfaction factors

Factor name	Number of items	Mean	S. D
General satisfaction	9	3.4	6.51
Relationship with colleagues	6	3.8	3.78
Ability to work	5	3.6	2.99
Salary	3	2.98	2.6
Supervision	4	2.0	1.8
Work environment	3	2.98	1.9
Attitude towards work	3	3.0	2.2
Absenteeism	2	1.8	1.3

4.3.3 Level of managers and job satisfaction

As shown in table 27 one away analysis was used to study the differences between level of managers as dependent variable and job satisfaction as independent variable among managerial women. The results explain there were significant differences between level of managers of managerial women and salary ($p=.000$), By comparing the means which revealed that the source of differences was managerial women in position general managers and managers were more satisfied with their salary than others also managerial women in high position more satisfied with work environment than others.

Table 29
One – away ANOVA comparing level of managers and job satisfaction

Job Satisfaction factors	Level of managers	Sum of Squares	Df	Mean Square	F	Sig.
General satisfaction	Between Groups	489.071	3	163.0	3.978	.009
	Within Groups	10123.5	247	40.9		
	Total	10612.6	250			
Relation	Between Groups	25.869	3	8.6	.601	.615
	Within Groups	3544.5	247	14.3		
	Total	3570.4	250			
Ability	Between Groups	63.3	3	21.1	2.393	.069

	Within Groups	2178.4	247	8.8		
	Total	2241.809	250			
Salary	Between Groups	139.010	3	46.3	7.129	.000
	Within Groups	1605.508	247	6.5		
	Total	1744.518	250			
Supervision	Between Groups	4.093	3	1.3	.389	.761
	Within Groups	862.743	246	3.5		
	Total	866.836	249			
Work environment	Between Groups	50.975	3	16.9	4.727	.003
	Within Groups	884.241	246	3.5		
	Total	935.216	249			
Attitude	Between Groups	16.347	3	5.4	1.090	.354
	Within Groups	1235.048	247	5.0		
	Total	1251.394	250			
Absenteeism	Between Groups	5.988	3	1.996	1.128	.338
	Within Groups	437.159	247	1.770		
	Total	443.147	250			

Table 30

Means and standard deviation of level of manger and satisfaction factors

Satisfaction factors	Level of manager	N	Mean	S. D
General	deputy minister	1	35.0	.
	general manager	20	30.5	5.78
	manger	130	26.9	6.01
	acting manager	100	26.4	5.52
Salary	deputy minister	1	4.0	.
	general manager	20	9.8	2.65
	manger	130	8.4	2.49
	acting manager	100	8.2	2.30
Work envi	deputy minister	1	12.0	.
	general manager	20	9.7	1.80
	manger	129	9.1	1.91
	acting manager	100	8.4	1.88

4.3.4 Type of organization and job satisfaction

In order to test the differences between types of organization as dependent and factors of job satisfaction as independent variable, one Way analysis of variance was performed. The result indicated that there were differences between type of organization and general satisfaction ($p=0.00$), also significant differences was in

salary $P=.039$ Analyses having significant values were subjects to Tukey post – hoc comparison. the post – hoc comparisons showed that the source of differences was located primarily in differences between managerial women working in UNRWA and university (mean =37.0) were more satisfied with their work than others, in addition managerial women worked in NGO were more satisfied with their salary (mean =9.4), while ability to work, supervision ,did not show any significant differences.

Table 31

One – away ANOVA comparing type of organization and job satisfaction

Job satisfaction factors	Type of organization	Sum of Squares	Df	Mean Square	F	Sig.
General satisfaction	Between Groups	1053.927	4	263.482	6.781	.000
	Within Groups	9597.037	247	38.854		
	Total	10650.964	251			
relation	Between Groups	195.045	4	48.761	3.541	.008
	Within Groups	3401.062	247	13.769		
	Total	3596.107	251			
ability	Between Groups	43.992	4	10.998	1.234	.297
	Within Groups	2201.004	247	8.911		
	Total	2244.996	251			
salary	Between Groups	69.453	4	17.363	2.559	.039
	Within Groups	1675.975	247	6.785		
	Total	1745.429	251			
supervision	Between Groups	13.848	4	3.462	.998	.409
	Within Groups	853.068	246	3.468		
	Total	866.916	250			
work environment	Between Groups	53.530	4	13.383	3.730	.006
	Within Groups	882.573	246	3.588		
	Total	936.104	250			
Attitude	Between Groups	32.652	4	8.163	1.648	.163
	Within Groups	1223.285	247	4.953		
	Total	1255.937	251			
absenteeism	Between Groups	12.986	4	3.247	1.852	.119
	Within Groups	432.871	247	1.753		
	Total	445.857	251			

Table 32

Means and standard deviation of type of organization and satisfaction factors

Satisfaction factors	Type of organization	N	Mean	S.D
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General satisfaction	Government	194	29.9	6.13
	Ngo	27	31.2	8.19
	University	4	37.0	3.36
	UNRWA	20	37.0	4.97
	Private	7	30.8	3.53
salary	Government	194	9.0	2.62
	Ngo	27	9.4	2.72
	University	4	6.7	.957
	UNRWA	20	7.6	2.64
	Private	7	8.2	1.79

4.3.5 Place of residence and job satisfaction

As shown in table 33 one way analysis was used to study the differences between place of residence as dependent variables and job satisfaction as independent variables among managerial women. The results explain there were significant differences between the place of residence of managerial women and general satisfaction. ($p=0.014$). The Post –hoc comparison showed that managerial women live in the KhanYounis were more satisfied than managerial women live other places (mean=40) table 34

Table33

One – away ANOVA comparing Place of residence and job satisfaction

Factor	Place of residence	Sum of Squares	Df	Mean Square	F	Sig.
General satis	Between Groups	447.575	4	111.894	2.709	.031
	Within Groups	10203.389	247	41.309		
	Total	10650.964	251			
Relation	Between Groups	89.100	4	22.275	1.569	.183
	Within Groups	3507.007	247	14.198		
	Total	3596.107	251			
Ability	Between Groups	19.993	4	4.998	.555	.696
	Within Groups	2225.003	247	9.008		
	Total	2244.996	251			
Salary	Between Groups	25.403	4	6.351	.912	.458
	Within Groups	1720.025	247	6.964		
	Total	1745.429	251			
Supervision	Between Groups	10.714	4	2.678	.770	.546

	Within Groups	856.203	246	3.480		
	Total	866.916	250			
Attitude	Between Groups	23.190	4	5.797	1.162	.328
	Within Groups	1232.747	247	4.991		
	Total	1255.937	251			
Absenteeism	Between Groups	14.542	4	3.635	2.082	.084
	Within Groups	431.315	247	1.746		
	Total	445.857	251			

Table34

Means and standard deviation of place of residence and satisfaction factors

Factor	Place of residence	N	Mean	S.D
General satisfaction	North Gaza	23	30.2	6.64
	Gaza	104	30.7	6.65
	Middle	77	29.6	6.47
	Khan .Younis	30	34.0	5.92
	Rafah	18	31.8	5.234

4.3.6 Age and job satisfaction

One – way analysis was used to study the differences between satisfaction and age table 34 shown that most of satisfaction factors were significant located between age groups, with general satisfaction ($p=0.011$), relationship ($p=0.03$), ability to work ($p=0.013$), salary ($p=0.022$), absenteeism ($P=0.019$), The post Hoc comparisons indicated that managerial women in aged (50-60) more satisfied than others group, (mean= 33.7) table 35, while managerial women in aged (50-60) had better relationship than others (mean=24.5), women in aged group(50-60) had more ability to work (mean =19.1), managerial women in aged group(40-50) more satisfied with their salary than others group (mean=9.0), also managerial women in aged (40-50) more satisfied than other groups with their work environment (mean=9.5) but aged group (20-30)had significant relationship with absenteeism (mean=4), no significant differences between age and others factors.

Table 35**-One – away ANOVA comparing Age and job satisfaction**

Satisfaction factors	Age	Sum of Squares	Df	Mean Square	F	Sig.
General satisfaction	Between Groups	470.453	3	156.818	3.806	.011
	Within Groups	9806.163	238	41.202		
	Total	10276.616	241			
Relation	Between Groups	203.211	3	67.737	4.822	.003
	Within Groups	3343.070	238	14.047		
	Total	3546.281	241			
Ability	Between Groups	95.024	3	31.675	3.653	.013
	Within Groups	2063.686	238	8.671		
	Total	2158.711	241			
Salary	Between Groups	66.542	3	22.181	3.252	.022
	Within Groups	1623.446	238	6.821		
	Total	1689.988	241			
Supervision	Between Groups	6.418	3	2.139	.688	.560
	Within Groups	736.586	237	3.108		
	Total	743.004	240			
Work environment	Between Groups	39.988	3	13.329	3.679	.013
	Within Groups	858.668	237	3.623		
	Total	898.656	240			
Attitude	Between Groups	3.188	3	1.063	.222	.881
	Within Groups	1141.444	238	4.796		
	Total	1144.632	241			
Absenteeism	Between Groups	17.366	3	5.789	3.362	.019
	Within Groups	409.779	238	1.722		
	Total	427.145	241			

Table 36**Means and standard deviation of age and satisfaction factors**

Factors	Age	N	Mean	SD
General satisfaction	20-30	46	29.2	6.14
	30-40	98	30.1	6.09
	40-50	63	31.2	6.93
	50-60	35	33.7	6.67
Relation	20-30	46	22.6	4.07
	30-40	98	21.9	3.77
	40-50	63	23.5	3.81
	50-60	35	24.5	3.01
Ability	20-30	46	17.7	3.30
	30-40	98	17.6	3.08
	40-50	63	18.7	2.73
	50-60	35	19.1	2.33
Salary	20-30	46	9.5	2.32
	30-40	98	8.9	2.59

Work environment	40-50	63	9.0	2.62
	50-60	35	7.7	2.95
	20-30	46	8.4	1.81
	30-40	97	8.8	1.86
	40-50	63	9.5	2.02
Absenteeism	50-60	35	8.6	1.89
	20-30	46	4.0	1.34
	30-40	98	3.7	1.20
	40-50	63	3.3	1.44
	50-60	35	3.3	1.27

4. 3.7Marital status and job satisfaction

As shown in table 37 the result indicated that there were no significant differences between marital status and job satisfaction factors one factor only absenteeism had significant differences ($p=0.015$). The post Hoc comparisons indicated that married women absent more than other groups (mean =3.7) table 38

Table 37

One – away ANOVA comparing marital status and job satisfaction

Job satisfaction factors	Marital status	Sum of Squares	df	Mean Square	F	Sig.
General	Between Groups	185.769	3	61.923	1.801	.148
	Within Groups	8491.793	247	34.380		
	Total	8677.562	250			
Relation	Between Groups	28.599	3	9.533	.661	.577
	Within Groups	3563.250	247	14.426		
	Total	3591.849	250			
Ability	Between Groups	44.758	3	14.919	1.675	.173
	Within Groups	2199.625	247	8.905		
	Total	2244.382	250			
Salary	Between Groups	25.693	3	8.564	1.233	.298
	Within Groups	1715.909	247	6.947		
	Total	1741.60	250			
Supervision	Between Groups	15.69	3	5.233	1.522	.209
	Within Groups	845.98	246	3.439		
	Total	861.68	249			
Work environment	Between Groups	8.316	3	2.772	.738	.530
	Within Groups	924.00	246	3.756		
	Total	932.32	249			
Attitude	Between Groups	1.327	3	.44	.088	.967

Absenteeism	Within Groups	1246.32	247	5.0		
	Total	1247.64	250			
	Between Groups	18.340	3	6.1	3.554	.015
	Within Groups	424.808	247	1.7		
	Total	443.147	250	Total		

Table 38

Means and standard deviation of marital status and satisfaction factors

Satisfaction Factors	Marital Status	N	Mean	S.D
Absenteeism	Married	192	3.7	1.334
	Single	47	3.1	1.095
	Widowed	7	3.5	2.115
	Divorced	5	3.2	.8366

4.3.8 Husband Job and job satisfaction

Regarding to the job of managerial women husband table 38 shown that there was significant differences between job of managerial women husband and the Salary ($p=0.03$). The post Hoc comparisons indicated that managerial women who's their husband job as worker more satisfied with their salary than others groups and there were no significant differences between other factors (mean=12) table 38.

Table 39

One – away ANOVA comparing job of husband and job satisfaction

Job satis factors	Job of husband	Sum of Squares	df	Mean Square	F	Sig.
General	Between Groups	103.517	5	20.7	.585	.711
	Within Groups	6582.85	186	35.3		
	Total	6686.37	191			
Relation	Between Groups	58.593	5	11.7	.886	.491
	Within Groups	2459.32	186	13.2		
	Total	2517.91	191			
Ability	Between Groups	21.80	5	4.3	.528	.755
	Within Groups	1536.50	186	8.2		

	Total	1558.31	191			
Salary	Between Groups	82.23	5	16.4	2.490	.033
	Within Groups	1228.38	186	6.6		
	Total	1310.62	191			
Supervision	Between Groups	24.935	5	4.9	1.584	.167
	Within Groups	585.56	186	3.1		
	Total	610.49	191			
Work environment	Between Groups	22.55	5	4.5	1.177	.322
	Within Groups	712.94	186	3.8		
	Total	735.49	191			
Attitude	Between Groups	32.34	5	6.4	1.419	.219
	Within Groups	848.13	186	4.5		
	Total	880.47	191			
Absenteeism	Between Groups	8.768	5	1.7	.953	.448
	Within Groups	342.21	186	1.8		
	Total	350.979	191			

Table 40

Means and standard deviation of job of husband and satisfaction factors

Satisfaction factors	Job of husband	No	Mean	S.D
Salary	Unemployed	12	9.8	2.081
	Worker	3	12.6	1.527
	occupational worker	9	10.1	2.571
	Employee	139	8.6	2.608
	Merchant	12	9.2	2.958
	Others	17	8.4	2.346

4. 3.9 Level of education and job satisfaction

Table 40 shown the result show there were no significant differences between level of education and job satisfaction factors. The post Hoc comparisons indicated that there were no significant differences between level of education and any satisfaction factors managerial women.

Table 41

One – away ANOVA comparing level of education and job satisfaction

Job satisfaction factors	Level of education	Sum of Squares	Df	Mean Square	F	Sig.
General satisfaction	Between Groups	377.946	5	75.589	2.231	.052
	Within Groups	8334.574	246	33.880		
	Total	8712.520	251			

Relation	Between Groups	76.247	5	15.249	1.066	.380
	Within Groups	3519.860	246	14.308		
	Total	3596.107	251			
Ability	Between Groups	23.902	5	4.780	.529	.754
	Within Groups	2221.094	246	9.029		
	Total	2244.996	251			
Salary	Between Groups	26.555	5	5.311	.760	.579
	Within Groups	1718.874	246	6.987		
	Total	1745.429	251			
Supervision	Between Groups	10.659	5	2.132	.610	.692
	Within Groups	856.257	245	3.495		
	Total	866.916	250			
Work environment	Between Groups	6.210	5	1.242	.327	.896
	Within Groups	929.894	245	3.795		
	Total	936.104	250			
Attitude	Between Groups	50.344	5	10.069	2.055	.072
	Within Groups	1205.592	246	4.901		
	Total	1255.937	251			
Absenteeism	Between Groups	8.168	5	1.634	.918	.470
	Within Groups	437.689	246	1.779		
	Total	445.857	251			

4.3. 10 Level of education of husband and job satisfaction

The results in table 42 show that there are no significant differences between managerial women husband level of education and job satisfaction. The post Hoc comparisons revealed that there were no significant differences between level of education of managerial women husband and any satisfaction factors.

Table 42

One-away ANOVA comparing level of education of husband and job satisfaction

Job satisfaction factor	Level of education	Sum of Squares	Df	Mean Square	F	Sig.
General	Between Groups	169.96	5	33.993	.956	.446
	Within Groups	6686.013	188	35.564		
	Total	6855.979	193			
Relation	Between Groups	58.771	5	11.754	.894	.486
	Within Groups	2471.977	188	13.149		
	Total	2530.747	193			
Ability	Between Groups	12.069	5	2.414	.303	.911
	Within Groups	1498.962	188	7.973		

	Total	1511.031	193			
Salary	Between Groups	31.196	5	6.239	.969	.438
	Within Groups	1210.164	188	6.437		
	Total	1241.361	193			
Supervision	Between Groups	10.167	5	2.033	.599	.701
	Within Groups	638.086	188	3.394		
	Total	648.253	193			
Work environment	Between Groups	7.363	5	1.473	.376	.865
	Within Groups	736.478	188	3.917		
	Total	743.840	193			
Attitude	Between Groups	13.045	5	2.609	.543	.743
	Within Groups	902.894	188	4.803		
	Total	915.938	193			
Absenteeism	Between Groups	7.693	5	1.539	.792	.557
	Within Groups	365.400	188	1.944		
	Total	373.093	193			

4. 3.11 Salary and job satisfaction

The result of the study which describe the differences between income and job satisfaction factors, table 43 shows that there was significant differences between income and general satisfaction ($p=0.018$) The post Hoc comparisons revealed that the source of differences located between in those managerial women who had salary (40-10000 NIS) more satisfied than others (mean =37.7) and the result explain that there was significant differences between income and salary ($p=0.00$) that managerial women with salary(400-10000) (mean= 10,8) more satisfied with their salary than others. Also the results found significant differences between income and ability to work ($p=0.03$). The post Hoc comparisons revealed this differences towards managerial women with salary (1000-1950) and managerial women (40-10000) (mean=19) table 43, but there is no differences between income and others factors, attitude towards work, absenteeism and supervision.

Table43

One – away ANOVA comparing income and job satisfaction

Job satisfaction factor	Salary	Sum of Squares	Df	Mean Square	F	Sig
General satisfaction	Between Groups	464.198	3	154.733	3.777	.011
	Within Groups	9052.842	221	40.963		
	Total	9517.040	224			
Relationship	Between Groups	108.651	3	36.217	2.510	.060
	Within Groups	3188.798	221	14.429		
	Total	3297.449	224			
Ability to work	Between Groups	66.525	3	22.175	2.837	.039
	Within Groups	1727.697	221	7.818		
	Total	1794.222	224			
Salary	Between Groups	218.740	3	72.913	12.767	.000
	Within Groups	1262.14	221	5.711		
	Total	1480.88	224			
Supervision	Between Groups	11.405	3	3.802	1.073	.361
	Within Groups	782.817	221	3.542		
	Total	794.222	224			
Work environment	Between Groups	15.247	3	5.082	1.382	.249
	Within Groups	812.975	221	3.679		
	Total	828.222	224			
Attitude towards work	Between Groups	14.530	3	4.843	.999	.394
	Within Groups	1071.710	221	4.849		
	Total	1086.240	224			
Absenteeism	Between Groups	8.695	3	2.898	1.781	.152
	Within Groups	359.687	221	1.628		
	Total	368.382	224			

Table 44

Means and standard deviation of salary and satisfaction factors

Factors	Salary	No	Mean	SD
General satisfaction	1000-1950	26	32.3	6.03
	2000-2900	80	29.4	5.21
	3000-3900	62	29.9	6.14
	4000-10000	57	32.7	8.11
Ability	1000-1950	26	19.0	3.23
	2000-2900	80	17.8	2.87
	3000-3900	62	18.0	2.55
	4000-10000	57	19.0	2.71
Salary	1000-1950	26	7.7	2.32
	2000-2900	80	9.6	2.58
	3000-3900	62	8.6	2.33
	4000-10000	57	10.8	1.98

4.3. 12 Attending training courses and job satisfaction

The results showed that there was significant differences between general satisfaction and attending training course ($p=0.045$). The post Hoc comparisons reveled this differences towards managerial women who attended training courses more satisfied with their work than who not (mean=31.1). Also there was significant differences receiving training courses and relationship ($p=0.001$), ability to work and attending training course ($p= 0.028$) that managerial women who attended training courses had better relationship and more ability to work than who didn't, while managerial women who did not attending training courses reported more absenteeism than others (mean =4.1), there were no significant differences between attending training courses and others (table, 44,45)

Table 45

One – away ANOVA comparing attending training courses and job satisfaction

Job satisfaction factors	Attending training courses	Sum of Squares	Df	Mean Square	F	Sig.
General satisfaction	Between Groups	171.582	1	171.5	4.066	.045
	Within Groups	10423.27	247	42.1		
	Total	10594.85	248			
Relation	Between Groups	154.838	1	154.8	11.197	.001
	Within Groups	3415.55	247	13.82		
	Total	3570.39	248			
Ability	Between Groups	43.198	1	43.19	4.854	.028
	Within Groups	2197.94	247	8.89		
	Total	2241.14	248			
Salary	Between Groups	.053	1	.053	.007	.931
	Within Groups	1742.26	247	7.05		
	Total	1742.32	248			
Supervision	Between Groups	2.66	1	2.666	.771	.381
	Within Groups	850.23	246	3.456		
	Total	852.89	247			
Work environment	Between Groups	.027	1	.027	.007	.933
	Within Groups	925.57	246	3.762		
	Total	925.59	247			
Attitude	Between Groups	1.008	1	1.008	.201	.655
	Within Groups	1240.88	247	5.024		

	Total	1241.88	248			
Absenteeism	Between Groups	16.286	1	16.28	9.473	.002
	Within Groups	424.614	247	1.71		
	Total	440.90	248			

Table 46

Means and standard deviation of attending training courses and satisfaction factors

Satisfaction factors	Attending training	N	Mean	SD
General satisfaction	Yes	200	31.1	6.64
	No	49	29.1	5.84
Relation	yes	200	23.3	3.64
	no	49	21.3	4.01
Ability	yes	200	18.4	2.91
	no	49	17.3	3.25
Absenteeism	yes	200	3.5	1.23
	no	49	4.1	1.57

4. 4 Stress and sociodemographic

4. 4.1 Type of organization and Stress

In order to test differences between type of organization as dependent variable and factors of stress as independent variable the result indicated that there were no significant differences between type of organization and stress factors The post Hoc comparisons revealed that there were no significant differences between stress and type of organization.

Table 47

One – way ANOVA comparing type of organization and stress

Types of stress	Type of organization	Sum of Squares	Df	Mean Square	F	Sig.
Family stress	Between Groups	380.782	5	76.156	.717	.612
	Within Groups	26145.202	246	106.281		
	Total	26525.984	251			
Political stress	Between Groups	105.903	5	21.181	1.052	.388
	Within Groups	4951.950	246	20.130		
	Total	5057.853	251			
Work stress	Between Groups	151.802	5	30.360	.938	.457
	Within Groups	7962.848	246	32.369		
	Total	8114.651	251			
Social stress	Between Groups	32.606	5	6.521	.515	.765
	Within Groups	3066.003	242	12.669		
	Total	3098.609	247			
Current period	Between Groups	79.895	5	15.979	1.932	.090
	Within Groups	2034.244	246	8.269		

	Total	2114.139	251			
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4.4 .2 Ages and stress

As shown in table 48 the result of one –way ANOVA show that there was significant differences between age and political stress factors ($p=0.04$) The post Hoc comparisons reveled this differences towards managerial women in aged group (50-60) suffer from political stress more than other group, we can recognize that there was significant differences between social stress and age ($p=0.039$) managerial women in age group between (20-30) suffer from social stress more than other groups (mean=8.7) and there were no significant relationship between age groups and other stress factors.

Table 48
One – way ANOVA comparing stress and age

Types of stress	Age	Sum of Squares	Df	Mean Square	F	Sig.
Family stress	Between Groups	323.874	3	107.958	1.022	.383
	Within Groups	25137.134	238	105.618		
	Total	25461.008	241			
Political Stress	Between Groups	273.045	3	91.015	4.603	.004
	Within Groups	4706.344	238	19.775		
	Total	4979.388	241			
Work stress	Between Groups	106.292	3	35.431	1.082	.357
	Within Groups	7793.279	238	32.745		
	Total	7899.570	241			
Social stress	Between Groups	104.698	3	34.899	2.832	.039
	Within Groups	2883.726	234	12.324		
	Total	2988.424	237			
Current period	Between Groups	22.612	3	7.537	.889	.448
	Within Groups	2018.942	238	8.483		
	Total	2041.554	241			

Table 49
Means and standard deviation of age and types of stress

Type of stress	Age	N	Mean	S.D
political stress	20-30	46	22.5	5.15
	30-40	98	23.8	4.6

Social stress	40-50	63	24.7	4.02
	50-60	35	26.0	3.41
	20-30	46	8.7	3.60
	30-40	98	8.3	3.34
	40-50	61	8.2	3.62
	50-60	33	6.5	3.64

4.4 .3 Salary and stress

According to table 50 there was no significant relation ship between salary and stress factors. The post –hoc comparing reveled that there was no significant differences between salary and stress factors.

Table 50
One – way ANOVA comparing stress and salary

Types of stress	Salary	Sum of Squares	Df	Mean Square	F	Sig.
Family stress	Between Groups	516.819	3	172.273	1.683	.171
	Within Groups	22617.341	221	102.341		
	Total	23134.160	224			
Political stress	Between Groups	57.131	3	19.044	.939	.422
	Within Groups	4481.091	221	20.276		
	Total	4538.222	224			
Work stress	Between Groups	46.462	3	15.487	.482	.695
	Within Groups	7104.178	221	32.146		
	Total	7150.640	224			
Social stress	Between Groups	71.555	3	23.852	1.926	.126
	Within Groups	2712.427	219	12.386		
	Total	2783.982	222			
Current period	Between Groups	23.591	3	7.864	.925	.429
	Within Groups	1878.337	221	8.499		
	Total	1901.929	224			

4. 4.4 Place of residence and stress

As shown in Table 51 that there was no significant differences between stress factors and place of residence. The post –hoc comparing reveled that there was no significant differences between salary and stress factors.

Table 51
One – way ANOVA comparing place of residence and stress

Types of stress	Place of residence	Sum of Squares	Df	Mean Square	F	Sig.
Family stress	Between Groups	253.760	4	63.440	.596	.666
	Within Groups	26272.224	247	106.365		
	Total	26525.984	251			
Political stress	Between Groups	32.557	4	8.139	.400	.809
	Within Groups	5025.296	247	20.345		
	Total	5057.853	251			
Work stress	Between Groups	81.709	4	20.427	.628	.643
	Within Groups	8032.942	247	32.522		
	Total	8114.651	251			
Social stress	Between Groups	39.134	4	9.783	.777	.541
	Within Groups	3059.475	243	12.590		
	Total	3098.609	247			
Current period	Between Groups	18.313	4	4.578	.540	.707
	Within Groups	2095.826	247	8.485		
	Total	2114.139	251			

4. 4 .5 Stress and marital status

Regrinding to marital status the result in table 52 show that there was significant differences between family stress and marital status ($p=0.00$). The post-hoc comparing reveled this differences to married women (mean =20.3) between social marital status ($p=0.00$). Also married women suffer from social stress more than other groups (mean = 8.8) and there is no significant differences between marital status and other factors.

Table 52
One – way ANOVA comparing stress and marital status

Types of stress	Marital status	Sum of Squares	Df	Mean Square	F	Sig.
Family stress	Between Groups	7746.139	3	2582.046	34.016	.000
	Within Groups	18748.769	247	75.906		

	Total	26494.908	250			
Political Stress	Between Groups	155.581	3	51.860	2.613	.052
	Within Groups	4902.227	247	19.847		
	Total	5057.809	250			
Work stress	Between Groups	137.822	3	45.941	1.424	.236
	Within Groups	7971.326	247	32.273		
	Total	8109.147	250			
Social stress	Between Groups	455.874	3	151.958	13.977	.000
	Within Groups	2641.981	243	10.872		
	Total	3097.854	246			

Table 53

Means and standard deviation of marital status and types of stress

Type of stress	Marital status	N	Mean	SD
Family stress	Married	192	20.3	8.96
	Single	47	6.3	5.63
	Widowed	7	10.7	14.68
social stress	Married	190	8.8	3.35
	single	46	5.3	2.81
	widowed	7	7.0	4.04
	divorced	4	8.0	4.69

4. 4.6 Level of education of husband and stress of the managerial women

As we show in table 54 the result of one way show that there were no significant differences between level of education to managerial women husband and stress factors. The post –hoc comparing reveled that there was no significant differences between level of education and stress factors

Table 54

One –way ANOVA comparing Level of education of husband and stress of the managerial women

Types of stress	Level of edu of husband	Sum of Squares	Df	Mean Square	F	Sig.
Family stress	Between Groups	749.222	5	149.844	1.937	.090
	Within Groups	14543.443	188	77.359		
	Total	15292.665	193			
Political Stress	Between Groups	72.180	5	14.436	.710	.616
	Within Groups	3820.155	188	20.320		
	Total	3892.335	193			
Work stress	Between Groups	95.808	5	19.162	.613	.690
	Within Groups	5880.176	188	31.278		
	Total	5975.985	193			
Social stress	Between Groups	51.069	5	10.214	.923	.467
	Within Groups	2068.838	187	11.063		
	Total	2119.907	192			
Current period	Between Groups	44.225	5	8.845	1.109	.357
	Within Groups	1499.858	188	7.978		
	Total	1544.082	193			

4. 4.7 Type of residence and Stress

According to table 55 the results were shown that there was no significant relation ship between type of residence and stress. The post–hoc comparing indicated that there was no significant difference between type of residence and stress factors

Table 55

One – way ANOVA comparing Stress and type of residence

Types of stress	Type of residence	Sum of Squares	Df	Mean Square	F	Sig.
Family stress	Between Groups	340.697	2	170.349	1.609	.202
	Within Groups	25931.428	245	105.843		
	Total	26272.125	247			
Political stress	Between Groups	103.420	2	51.710	2.625	.074
	Within Groups	4825.576	245	19.696		
	Total	4928.996	247			
Work stress	Between Groups	131.364	2	65.682	2.070	.128
	Within Groups	7775.007	245	31.735		
	Total	7906.371	247			
Social stress	Between Groups	22.067	2	11.033	.874	.419
	Within Groups	3043.486	241	12.629		

	Total	3065.553	243			
Current period	Between Groups	15.099	2	7.549	.889	.412
	Within Groups	2079.962	245	8.490		
	Total	2095.060	247			

4.4. 8 Level of education and stress

Regarding to level of education the results of one ANOVA show that there was significant relationship between level of education and current period stress ($p=0.04$) The post –hoc comparing indicated that managerial women not with general secondary suffer from current period stress more than other groups (mean =17) and there were no significant differences between other stress factors and level of education.

Table 56
One – way ANOVA comparing level of education and Stress

Types of stress	Level of education	Sum of Squares	df	Mean Square	F	Sig.
Family stress	Between Groups	834.467	5	166.893	1.598	.161
	Within Groups	25691.518	246	104.437		
	Total	26525.984	251			
Political stress	Between Groups	150.552	5	30.110	1.509	.187
	Within Groups	4907.301	246	19.948		
	Total	5057.853	251			
Work stress	Between Groups	158.111	5	31.622	.978	.432
	Within Groups	7956.540	246	32.344		
	Total	8114.651	251			
Social stress	Between Groups	114.841	5	22.968	1.863	.102
	Within Groups	2983.768	242	12.330		
	Total	3098.609	247			
Current period	Between Groups	97.065	5	19.413	2.368	.040
	Within Groups	2017.074	246	8.199		
	Total	2114.139	251			

Table 57
Means and standard deviation of level of education and type of stress

Type of stress	Level of education	No	mean	SD
Current period	General secondary	7	17.0	2.94
	Diploma	39	16.5	2.49
	B.A.	166	15.5	2.90
	Master	31	14.4	3.19
	PhD	8	15.3	2.19

4.4.9 Job of the husband and stress

As shown in table 58 the results show that there were no significant differences between job of managerial women husband and stress factors. The post –hoc comparing indicated that there were no significant differences between job of husband and other groups.

Table 58
One – way ANOVA comparing Stress and job of the husband

Types of stress	Job of husband	Sum of Squares	df	Mean Square	F	Sig.
Family stress	Between Groups	496.866	5	99.373	1.295	.268
	Within Groups	14271.134	186	76.727		
	Total	14768.000	191			
Political stress	Between Groups	94.081	5	18.816	.925	.466
	Within Groups	3784.732	186	20.348		
	Total	3878.813	191			
Work stress	Between Groups	144.197	5	28.839	.950	.450
	Within Groups	5645.172	186	30.350		
	Total	5789.370	191			
Social stress	Between Groups	111.267	5	22.253	2.081	.070
	Within Groups	1968.002	184	10.696		
	Total	2079.268	189			
Current period	Between Groups	47.137	5	9.427	1.131	.346
	Within Groups	1550.816	186	8.338		
	Total	1597.953	191			

4.4.10 Means and standard deviation of types of stress

As shown in table 59 the major type of stress was political stress (mean=24.2), family stress means was 17.4, current period stress mean=15.6, work stress mean=15.4 and social stress mean =14.3.

Table 59

Means and standard deviation of types of stress

Type of stress	Mean	S.D
political stress	24.2	4.48
family stress	17.4	10.28
current period	15.6	2.90
work stress	14.3	5.68
social stress	8.1	3.54

4.5 Relationship between job satisfaction and types of stress

As shown in table 59 there were significant correlations between satisfaction and job stress. Family stress significantly correlated with absenteeism, political stress had significant correlation with ability to work ($p=0.035$) while work stress significantly correlated with general satisfaction ($p=0.04$), salary ($p=0.00$), supervision ($p=0.02$), and work environment ($p=0.00$). Social stress significantly correlated with salary ($p=0.011$) and with political stress ($p=0.022$), but current period stress significantly correlated with salary ($p=0.014$), with political stress, work stress and social stress.

Table 60

Correlation table between stress and job satisfaction

	Family Stress	Political Stress	Work stress	Social Stress	Current period Stress
General	0.38	0.55	-.181**	-.021	-.092

satisfaction					
Relation ship	0.002	0.60	-.098	-.038	-.016
Ability to work	-.033	.133**	-.034	-.022	.091
Salary	.115	.102	.283**	.161*	.154**
Supervision	.016	.031	.195**	.064	.072
Work environment	.006	.065	.227**	.072	.100
Attitude towards work	.065	-.107	.073	.092	-.034
Absenteeism	.143*	-.020	.046	.195**	.046

*P>0.05 **P>0.01 *** P>0.001

Chapter 5

Discussion and implications

The purpose of this study was to investigate the effect of stress on job satisfaction among managerial women in Gaza strip. To recognize its sources and its levels in order to assess the relationship between sociodemographic variables, job characteristics, job satisfaction and types of stress. This will help decision making to support managerial women by reducing sources of stress and improving working conditions. in attempt to improve job satisfaction .

Job satisfaction factors and types of stress was the independent variable, while sociodemographic, job characteristics were dependent variables.

5.1 Demographic characteristics of managerial women

The study sample consisted 300 managerial women working in Gaza organizations, selected according to the inclusion criteria described previously by the researcher. Two hundred and fifty two managerial women responded to the questionnaire. The study response rate was 84% the majority of managerial women were cooperative with the researcher.

The study explained demographic characteristic to managerial women. Those characteristics were: age marital status, level of education, place and type of residence, number of children, education level and job of the husband.

The study showed that from all the managerial women selected, only one entitled to be the deputy of ministry. This was the higher position for the managerial women to have

This result reflects the effect of our culture on the status of managerial women, where women are not allowed to occupy high positions or participate in decision making. Moreover, the study found that 8% of the managerial women were general managers, 51.8% managers and 39.8% acting managers. These results agree with other studies conducted in Gaza strip; in study of Thabet (2004) it was found that all hospital managers were male and only one hospital had a female manager. The same results were found by Diab (2002) and Jouda (2003) as there was a big difference regarding the managerial position between working men and working women in shifa hospital in favor to male.

Morrison et al (1990) listed six barriers that face the women in their jobs, weakness, poor career planning, hostility, unsupportive working environment, lack of organization support, and difficulty in balancing career and family. In Gaza Strip our society favours men and always considers they fit the higher positions than women. Also Burke and McKeen (1995) found many barriers that prevent women from advancement to the high level of management. These barriers included lack of support and limited opportunities for advancement. Managerial women need more support and encouragement by the organizations. Development opportunities and giving them the feeling of being accepted from their organizations. Being given challenging and visible jobs, Morrison et al (1990) found that women who reported more positive working experience also reported greater career development and job satisfaction and less intention to quit.

As shown in table17 the results showed that no one of managerial women of general managers was from the younger age group (20-30 years old), 40.5% of managerial women from the age interval (31-40 years old), 26% from the age group (41-50 years old) and 14% from (50-60 years old) . The results concludes that managerial women in high positions need to be older in age and this make them have more experience than the younger employee, more over the majority of the study population 66.5% were from age group (31-50), which support the previous conclusion.

The study found that the majority of managerial women in different positions were married. Such findings reflect our culture that the priority of the women is to having a family. So managerial position did not affect managerial women marital status, and divorcement is not a common phenomenon in our society. Married women had more responsibilities than other groups, such as family obligation and take care of children so married women exposed to stress more than other groups.

The researcher noted that the majority of managerial women lived in cities that's because cities are closer to their work and provide better services as child care.

Refer to table 8 The results showed that managerial women have higher education; only one managerial woman of the position managers was not educated. This was due to a political decision. The researcher noted that 12.3% were master degree holders and 3.2% were PhD degree holders. The relative low number of PhD holders is due to most of PhD educational programs unavailable inside Palestine. To get a PhD degree, one needs to stay abroad for a relatively long period of time. Palestinian attitude do not encourage women living alone all this period. In manager, position, the

majority of managerial women have BA; this reflects our culture where there is no difference between male and female in continuing education if it is available inside Palestine.

The results showed that managerial women prefer working in governmental sector than in non governmental one. This brings us to the point that most of Palestinian employees have positive attitudes towards working in the governmental sector which is more secure to the employees and have many advantages such as health insurance and pensions. The same results were found by Thabet (2004) that the majority of top, middle and line hospital managers work in governmental hospitals.

The results showed that 25.3% of managerial women received very high salaries, 27.6 received high salaries, 35.6 % received moderate salaries, and 11% received low salaries. This differences between salaries is due to the salary scale system in governmental sector this scale reflect the gap between salaries in position acting manger and other position.

The results found that the majority of husbands of managerial women were BA holders and most of them worked as employees, one husband was unqualified, it seems that in Palestinian culture woman prefer marry qualified man.

The results showed that 52.2% of managerial women had 3-5 children while only 1.7% of managerial women had (9-12), this reflects that managerial women have more awareness to family planning and their responsibilities didn't allow them to have higher number of children. 13.6 of managerial women had 6-8 children having

this number children required more effort more responsibilities which related to more stress.

5.2 Job characteristics of managerial women

This paragraph discusses the relationship between job characteristics of managerial women such as (receiving training courses and holding previous job) and job satisfaction.

The results showed that the majority of managerial women receiving training courses in management and they are more satisfied with their work. Also the results found that 63% of managerial women held previous jobs, this percentage support the fact that managerial position recruiting long years of experience.

5.3 Job satisfaction

Work plays a prominent role in our lives. It occupies more time than any other single activity and it provides the economic basis for our life style therefore job satisfaction is the key research area and one of the most frequently studies. It is one of the criteria of establishing healthy organizational structure in an organization.

The results of this study showed that 66% of managerial women in Gaza Strip were satisfied with their job this high percentage due to the high salary, in this period all Palestinian people suffer from difficult economic situation, the majority of managerial women married so their families had high monthly income which help them to live in good level in addition working in high positions help to have new relationships, while 34% of managerial women were dissatisfied with their work. This level of job

satisfaction among managerial women was consistent what might be expected. Women could be more active participating in decision making and policies in their organizations. Managerial women who are satisfied with their work must do their effort to develop societal positive attitude towards women success in management. On the other hand one must be aware of the percentage of dissatisfaction among managerial women which need to be studied by top management to decrease and increase satisfaction. The result is consistent with other studies performed in Gaza. Thabet (2004) in study of hospital managers the overall satisfaction was 66%. Also in study among dentists in Gaza Strip found that 67.2% of the dentists were satisfied with their work (Diab, 2002)

These results are similar to the results of study performed by Hamad (1997) which found that satisfaction among nurses was 65.9%. These studies of job satisfaction in Gaza Strip reflect that managers and all employees had high level of job satisfaction the results reflect that the majority of managers and employee in Palestinian culture are satisfied with their work. This high percentage is related to political and economical situation that (60% of the population) living under the poverty line and unemployment increased so the employee felt more secure with their job and represented high level of job satisfaction, this percentage is higher than that in other studies conducted in other cultures. Results of studies testing administrative job satisfactory among managers at public and private universities explained 54% of the managers were satisfied with their work (Volkwein and Zhou, 2003). While in a study among Dutch medical the percent of satisfaction was 81% (Visser et al, 2003).

Other study among women and men managers found that women managers were presently younger, less experience and less satisfied (Totkoushian and Bellas, 2003).

The results showed that managerial women in high position were more satisfied with their salary than others. This explains the big gaps between salaries between manager acting and managers. Job satisfaction naturally depends on economical conditions.

Managerial women in high position are more satisfied with work environment than others, that's because they have responsibilities that enable them to be decision makers. No one can affect their work.

5.4 Job satisfaction factors

5.4.1 General satisfaction

The results of this study showed that managerial women worked in UN are more satisfied with their work than others. All the workers in UNRWA were refugees all of them live in difficult situations in camps working in UN have many advantages as high salary. Also This reflects the fact that the system in UNRWA is more stable than other sectors. In addition the most of managerial women working in UN worked in education sector, which is more comfortable to the women with high salary and more holidays. Also managerial women worked in the universities were more satisfied than other groups. Place of residence also influenced job satisfaction, managerial women living in Khayn Yunis were more satisfied than managerial women living in other places. Current political situation in north Gaza was still too difficult, the Israeli occupation used to invade this part of Gaza Strip, while it improved after Israeli disengagement. The barriers which close the roads all the time and deprive people from free movement and transportation were removed. The road blockage which people were suffering from for a long period of time ended. That's why people living in Khayn Yunis felt well after the disengagement.

Attending training courses in management had significant relationship with job satisfaction, receiving special training courses in management, give managerial women more performance skills, more support that will help them to deal with their responsibilities effectively and enhance their ability to work. Training courses improve communication skills with others and support teamwork, which in turn will add more trust, self esteem and motivation to managerial women. This is consistent with the results of the study conducted by Yavas and Bodur (1999), they found that managers who received training courses had high level of job satisfaction.

Marital status didn't have significant differences regarding general satisfaction, Guinn et al (1999) in a study among employed women supported this result, and they found that marital status didn't have any significant relationship with job satisfaction.

Managerial women in age (50-60 years) were more satisfied with their work than others. This is because they had experiences with life and work. This result is consistent with the study of Totkoushian and Bellas (2003) which found that women managers in young age were less satisfied with their work. Also managerial women with high income were more satisfied than others. The economic situation for all Palestinian people is difficult so financial income was an important factor for job satisfaction.

5.4.2 Relationship with colleagues

The study results showed that there were no significant differences between managerial position and relationship with colleagues, this is may be due to the culture in Palestinian society, in which relationship with others and social support is very important in helping people to deal with difficult situations. Age had significant

differences with relationship with colleagues that managerial women in age group (50-60) had better relationship with their colleagues than other groups women in this age spend along years in their jobs, develop different kind of relationship and had more experiences to related with others.

The study found that managerial women who received training courses had better relationship with others than others. Attending training courses developing personality and giving new skills to improve work and enable managerial women to discuss the conflict inside the work openly.

Others studies found that there are significant association between relationship with colleagues and job satisfaction. In a study among nurses the results found that job satisfaction increased with increases in positive role relations with the head nurses, coworkers, physicians and others unit. The results indicated that occupational role relations were more important predictors of job satisfaction (Decker, 1997). This is applicable of a study of Singabour mangers which found their was significant relationship between job satisfaction and co- workers (Koh and Boo, 2001).

Also, in a study among universities managers found that the administrators who experience more personal problems tend to have more negative feeling about their work and these negative feeling influence their job satisfaction these finding confirmed earlier finding with on the influence of team work and interpersonal relationship on job satisfaction, positive work place relationship and atmosphere of team work have highly positive impact on job satisfaction (Volkwein and Zhou, 2003)

This result consistent with Thabet (2004) study which found that there is no significant relationship between level of hospital managers and relationship with colleagues.

5.4.3 Salary

The study results showed that there was relationship between income and job satisfaction, managerial women with high income were more satisfied with their work than others groups. There was a significant relationship between salary and working environment, salary is very important for all people but it is more important for Palestinian people, especially in this period of time where the majority of people are suffering from very difficult economic situation.

Expectancy theory explains the feeling about specific outcome. These outcomes can be positively or negatively influence for individuals job satisfaction. This impact raises in some cultures than others (Vroom, 1964).

The results of this study found that managerial women in position general managers more satisfied with their salary than other groups their salaries than others. This because the salary of general managers higher than other groups. Palestinian people believe that the salary is very important to survive and be more secure. Moreover managerial women working in NGO more satisfied with their salaries than other groups, the major reason was that NGOs pay higher salaries to their employees than other sectors. The high salary enable managerial women to live in high level this make them more satisfied

.

The results found a managerial woman who's their husband's job workers more satisfied with their salary than others group .This due to the political situation and closures. Which preventing the workers in Israel to reach their work, so managerial women salary was the only income for the family.

These results are consistent with Logan et al (1997) study; it was found that the income was the best predictor to over all job satisfaction among dentists. Also Maghrabi (1999) in a study to assess the effect of job satisfaction among 153 managers from Saudi company ARAMCO the result indicated that the upper level manager were highly satisfied with in general payment. Also in a study conducted among Egyptian managers, it was found that satisfaction with payment had positive relationship with organization commitment. These results are consistent with the finding of the study of Guinn (1999) it was found that payment contributed significantly to predictions of women's satisfaction with their present payment.

This also supported by study among African –American accounting, the results found that there was significant relationship between salary and level of job satisfaction (Moyes et al, 2000).

The majority of the studies found that salaries play an important role in any job. In a study conducted among teleworkers the results showed that 68% of teleworkers were satisfied with their salaries (Tremblay, 2002). The same results found by Thabet (2004) that top mangers who worked in hospitals were more satisfied with their salaries than others groups.

5.4.4 Working environment

Working environment is very important employee job satisfaction. The study results showed that there were significant differences between managerial position and work environment. Managerial women in high position were more satisfied with working environment than others. This could be explained by considering that high position manager had many responsibilities and decision making in the organization and no one effected their work. This is one of Palestinian characteristic who always want to be leaders and don't take decisions from others. But, this is not a common thing in all cultures, which indicate that more responsibilities mean less satisfaction.

The organization climate must become involved in the concept of the quality of life in the work. It is not enough that the organization provides jobs and financial compensation, the organization must be conceded with social needs of it is workers (Holland, 1989). So when the organization gives their employees more opportunity to perform their jobs in freedom atmosphere and divide responsibilities between all types of mangers by delegation. This will help them to be more satisfied with working environment. Ronald et al (1996) in a study among 400 employees found that employee satisfaction is related to managerial processes supervision, work design and working environment.

These results are consistent with the results found in a study among university women in Moscow that most of the women were appreciate with the psychological climate at Moscow University (Beliaeva et al, 2001). The results found by Volkvien and Zou (2003) showed that working environment have high positive impacts on job satisfaction and the improvement in work environment will produce greater positive impact on managerial moral, productivity and retention

.

The results showed that managerial women in age group 40-50 were more satisfied with working environment than others; this could be explained by the fact that managerial women in this age can have better relationships and experience. This will enable them to create the suitable working environment to be satisfied with their work. This result was not consistent with Thabet (2004) who found that there was no significant relationship between working environment and age of hospital managers. Other factors such as marital status, place of residence, type of residence, level of education and salary didn't indicate significant relationship with work environment.

5.4.5 Ability to work

The ability to work means that managers can perform many tasks and have many different skills that enable them to perform more than one work. There were two types of ability to work the first one related to personal characteristic such as intelligence, memory, perceptual speed, the other one is physical ability which is physical health and power, this factor reflects the difference between employees abilities to work which in turn may indicate their performance. Also flexibility and communication skills play important role in ability to work.

The results of this study indicated that managerial women who received highest and the lowest salary have the ability to work because the salary is the most effective motivator to all employees in current period which all Palestinian society suffer from bad economic situation. Also managerial women who received low salary have the ability to work to improve their positions and have higher salaries In addition; managerial women in aged group 50-60 have ability to work this because managerial

women in this age have the sufficient experience and performance skills to perform their work effectively.

The study found that there was significant relationship between attending training courses and ability to work (sig 0.02). This support the previous opinion that managerial women who attended training courses had high performance skills so they can perform their work effectively, training courses give the managerial women the chance to build new relationship, so, adding to them new experience, supporting team work and the ability to work with other people. On the other hand the employee who face difficulties in performing work do not have the ability to work and to enable to be satisfied. This was supported by the study of telework, which showed that the greater source of dissatisfaction was related to technology, several mentioned the slowness of computer systems. This type of work required specific training in computer and communications systems (Tremblay, 2002).

5.4.6 Supervision

The results showed that there is no significant differences between supervision and any factor, because the sample consisted managerial women who are decision making with high responsibilities. This reflect Palestinian culture and attitude, women didn't prefer to be controlled by others.

However many studies found a positive relationship between satisfaction and supervision others found contradictory results.

The results of a study conducted by Russ and Mcneilly (1995) showed that women supervision and coworker had regression coefficient higher for women than men although not significantly.

In study among managers of Saudi ARAMCO, the results showed that high managers were satisfied with their supervision while the line managers less satisfied with their promotion and supervision (Magrabi, 1999). Also in a study of Australian manufacturing company indicated that the companies which reported a greater use of teams, had weaker link between individual's perception of supervisory support and level of satisfaction, so team work have negative impact at the supervisory support. At the same time supervisory support has strong relationship with job satisfaction (Griffin et al, 2001) Another study among Greek teachers found that job satisfaction is strongly related to supervision, and teachers were more satisfied with their supervision (Koustelios, 2001).

This result is similar to a study of Thabet (2004) which found that there were no significant differences between hospital managers and supervision.

5.4.7 Attitude towards work

The results of this study showed that there were no significant differences between level of managerial women and attitude toward work. Managerial women had many responsibilities inside and outside the work. These reflect their attitude towards work. They are always under stress and pressure of work and home responsibilities and they always suffer from lack of social support. This result did not differ with different level of education or any other variable. Managerial women in all level of education had the same attitude towards work. In addition others factors as age, marital status, salary, attending training courses did not indicate any significant relationship that may

affect attitude towards work. Women in Palestinian culture need more confidence and support to do their work effectively.

Job satisfaction had been viewed as an effective attitude referring to dimensions of satisfaction with both the job situation and work experience. Another studies found different results, Maghrabi (1999) found that managers in Saudi ARAMCO had positive attitude about their work when they were satisfied with progress. What they had made in their jobs affected the nature of rapid growth of economy in Saudi. Another study found that employees who perceive stressful work condition, unfairness, reported negative attitude towards work and were less committed to the organization which may be viewed as a psychological withdraw (Deboer et al, 2002).

Also in a study among Egyptian managers the results showed that there was a link between organizational citizenship behavior and the construction of job satisfaction and organization commitments, which meant positive attitude towards work (Parenell, and William, 2003).

The result of a survey conducted among managerial women in universities showed that most of them were happy with their work, about 90% of the respondent expressed positive attitude towards work (Kostikova, 2003).

5.4.8 Absenteeism

Study results showed that there was a significant relationship between absenteeism and marital status. Married women were absent more than single women, married women faced more home responsibilities than single women. This results reflect that

the family are very important for Palestinian women, and it the first priority for them. There was no significant relationship between absenteeism and other variables. Managerial women didn't like to be absent because they should take into account authority, and responsibility.

This study is consistent with another study conducted among management nurses, who managed special care unit in US. This study found that greater satisfaction lead to lower absenteeism (Song et al, 1997). Also Cooper et al (1988) indicated that absenteeism is the most effective predictor of dissatisfaction. Employees who were stressed by work situation; was not able to cope with work condition and developed stress symptoms, such as psychosomatic health complaints. In a study among organizations across Great Britain the results showed that line managers reported long term absence. This is due to line management failure which seems to reflect time constraints and lack of awareness of organizational procedures, and lack of training, so it reflects unwillingness to deal with the issues (James et al, 2003). This result is consistent with Deboer et al (2002), who found that procedural unfairness is significantly related to psychosomatic health complaints, and that retrospective absenteeism is correlated significantly with prospective absenteeism. Perceived unfairness at work is the reason for temporarily withdraw from the Employee didn't want to be at work, and stressor that evoked stress symptoms as a result of which employee were less able to attend to work, and the absenteeism was higher when the employees in the organization did not support them.

Study results reflect that managerial women were satisfied with their work so they reported less level of absenteeism, we must take into account married women who reported more absenteeism, this is related to home responsibilities. married managerial women the husband didn't participate in home responsibilities. So in

managerial women did all the thing by them selves and sometimes they could not perform their responsibilities after work. Decision making must help married women by allowing them to do the important and urgent thing during the work hours this will avoid them absenteeism.

5.5 Stress among managerial women

Palestinian people face unique type of stress, political stress, Palestinian people are exposed to killed and injuries by the Israeli army. Hundreds of houses were demolished, bombarded or damaged. Hundreds of Palestinians were wounded and many others were taken to prisons. Lack of safety made the life difficult to be lived. Results of the study found that managerial women perceived five types of stress the major type of stress effected managerial women was political stress, family stress, current period stress, work stress consecutively and the less type of stress was social stress.

The study results found that managerial women in Gaza Strip suffer from stress, 61% of the sample were stressed while 39% were not, and the mean was 3.05. Stress is what we feel when we are worried or uncomfortable about some thing. This type of stress can make our body feel bad, angry, frustrated, scared or afraid, this may lead to physical problems like causing headache or stomachache.

Numerous surveys and studies confirm that occupational stress is an accepted source of work stress that can only be adequately investigated by taking multi -disciplinary approach (Cooper et al, 1988).

Palestinian women who suffered from stress because of the Israeli occupation along with the stress that comes from their growing awareness of oppression by their traditional, male dominated society. Women who have lost their husbands or children by death or deportation, women whose homes have been blown up by authorities. Since the beginning of the Intifada, women have made an effort to be full participants in the struggle for independence. They have participated in wok force and committees,

Society and dominance of husbands expected women to fulfill all their traditional responsibilities as women. Many Palestinian women have also been torn by similar conflicts - the common cause versus the role of mother and protector. The Palestinian women choose to be active in the cause of her people faces risk of double imprisonment and torture by the Israelis.

The occupation has left its mark on all walks of Palestinian life. The stress of the occupation has forced the women to take up the burdens of a man's world in addition to their traditional burdens, and has placed them in direct conflict with the man's world of the Israeli army and the man's world of traditional society.

This result is consistent with others studies which showed that Taiwanese managers were under considerable work stress and were at risk of mental and physical illness (Dphil et al 1999).

In a study conducted among 281 women and men at both managerial and non-managerial level in a Swedish telecom company, it was found that external work locus of control was positively related to stressors (Beal, 2004). Also in a study among mental health social worker in England, the results reported high level of stress and emotional exhaustion and low level of satisfaction (47%), it also showed significant symptomatology and distress (Evans et al, 2006).

5.6 Stress and sociodemographic

The results of the study indicated that there were no significant differences between type of organization and types of stress. Also, the study found that there were no significant differences between types of stress and place or type of residence. This because the major type of stress was political stress which affected all Palestinian

people in all places; in addition family stress which reflects our culture didn't differ between organizations or place of residence.

A number of studies found that there were significant differences between socio demographic and type of stress, another studies did not support this results. In a study among Palestinian teachers the results found that the teachers who live in cities suffer from stress more than who resident in villages, and teachers whose level of education diploma perceived stress more than who had General secondary, also female teachers suffer from stress more than males (Jouda, 1998).

Byzyl et al (2000) in a study among managers found that the correlation with demographic composition of the groups (economic, sector, Type, and size of organization, level of management) seem to be significant indicators of the stress.

The results showed that there was significant differences between age and political stress factors ($p=0.04$), where managerial women in age group (50-60) suffered from political stress more than other groups, this result is consistent with the results found by Williams et al (2002) who found that physicians and patient characteristic related to job satisfaction perceived stress had shown age differences in both job satisfaction and job stress.

There were significant differences between family stress and marital status, married women suffered from family stress and social stress more than other groups.

Regarding the level of education, the results showed that there was significant relationship between level of education and current period stress ($p=0.04$) that managerial women not educated suffer from current period stress more than other groups and there were no satisfied.

Burke (2002) found that two third of the correlation between the measure of occupation status and personal characteristics women in lower occupation status indicated lower levels of education, lower level of income.

The study found there was no significant differences between job satisfaction of managerial women husband and stress factors, also there was no significant difference between level of education of managerial women husband and stress factors. These results were not consistent with the results found by Abu Hatab (2003), which showed that age and education did no significantly affect women score on psychological stress. The study results also showed that there was significant difference between stress and type of residence. Women who lived in camps perceived all kinds of stress more than the women who were residents in cities.

5.7 Types of stress

5.7. 1 Family stress

Study results showed that there was significant differences between family stress and marital status, married women suffered from family stress and social stress more than other groups ($p= 0.00$). There was no significant relationship between family stress and other factors. Women participate in work force and their salaries play important part in their family life. Home responsibilities still women's duties and their husbands rarely help them, working married women have to perform two types of work, paid work in the work place and unpaid work at home.

A married woman with two or three children has to perform 80-90 working hours per week, which make the life difficult and stressful. In addition to that in our Palestinian culture family life is usually the most important aspect for married women. This

culture didn't view women's jobs as justification for attending less to their families. Single women didn't suffer from man dominance or find problems in finding suitable child care. The finding of this study is consistent with the study of Chusmir (1986) who found that women score higher family pressure than men, but that pressure didn't appear to be significantly related to job satisfaction.

Guinn et al (1999) indicated that there were three different types of conflict that are related to work – family role dilemma. The first is a time based conflict, involving the distribution of time energy and opportunities between work and family roles. Women often experience fatigue since the tow roles compete for personal recourses. The second is strain based conflict referring to the emotional state, the third type is work family conflict which refers to incompatible sets of behavior an individual has for work and for family, this happens because working women often find difficulty to shift gear from one to another..

In a study among teleworker Tremblay (2002), it was found that managerial women prefer to take advantages of the opportunity to work at home to save time from traffic. The very important dimension in women's life is their family and home responsibilities.

These results were consistent with a study among Turkish employees which found that female employees had difficulty in balancing work requirements and home making responsibilities and other commitments outside work place (Karatepe and Sokmen, 2004).

5.7.2 Political stress

The results of the study found that managerial women in age group between (50-60) exposed to political stressors more than others. The results revealed that managerial

women in this age exposed in the past years to different types of Israeli violation of human rights, and these violations are still in their memories.

Other factors such as place of residence, type of residence, level of education, salary and type of organization didn't have any significant relationship with political stress. All Palestinian people in all places suffer from the political situation and all of them without any differences under political stress. Al Aqsa Intifada was a very difficult period to all Palestinian people. The major source of stress is the occupation hostility which affected all Palestinian people in all places. All Palestinian people faced very difficult and dreadful times. High numbers of Palestinians were killed, during this period; hundreds of houses were damaged or bombarded, especially in the Gaza Strip.

These results were consistent with Punamaki (1988) study of stress among Palestinian women from West Bank and Gaza Strip, he found that Palestinian women in Gaza Strip under occupation reported high level of stress and pressure and they were at risk of mental and physical illness. Farhoud et al, (1993) conducted a study about the effect of war among 540 families from Lebanon, the results showed that 115 families suffered from depression and the mothers and teenagers were more stressful than fathers.

Nejela (2001) conducted a study to investigate the effect of the occupation and aggression and mental health for Palestinian people. The results showed that Palestinian mental health was in it's worst situation for both old and young, men and women. This was due to Israeli occupation during the passive period and oppression period. Abu Hatab (2003) found different kinds of psychological stress and coping style among 250 Palestinian women from Gaza Governorate. The results found that

Palestinian women perceived political stress, there was a positive significant correlation between political stress and reappraisal and problem solving.

5.6.3 Work stress

The results of this study showed that there was no significant relationship between demographic characteristics and work stress. This result was consistent with Burke and Mikkelsen (1999) in a study conducted among Norwegian women managers, which found few significant correlations between demographic and work characteristics, and health index. The only significance was between low annual income and poor health income. The study also found that organizational initiatives to support and develop women career was associated with the reduction of the effect of work stressors. Another study among employed women found that 34.8% reported occupational stress which correlated with increased level of anxiety, anger and depression (Mesier and Capobianco, 2001).

Numerous surveys and studies confirm that occupational pressure and fears are leading source of stress, the 2000 annual " attitude in the American workplace sponsored by Marline company found that 80% of workers feel stress on the job, half of them need help to manage stress. These results did not differ in others places. In a study in Taiwan, Taiwanese managers reported eight categories of work stress, personal responsibilities as the most stressful followed by work load then relationships and work environment.

Americans showed higher Intercorrelations among strains except for absence, whereas Iranians had higher correlations among sources of pressure, Relations between pressure and job strains were similar across both samples (Specter et al, 2002). Parenell and William (2003) found that Egyptian women suffered from work stress which embedded inequality in gender roles. These results were consistent with the

results in a study of occupation stress in anesthesia which found that the mean stress level was 50.6, and three mean sources of stress were lack of control, work planning and risks 40.4% of the group suffer from high exhaustion (Nyssan et al 2003).

In a study conducted among nurses, the results found that increasing in work ratio reported less job satisfaction and in work stress. In addition to the amount of work be related to the ways in which changes will implemented, nurses required support, recourses and information from administrations and input into decision making that can implemented by management to reduce stress (Burk, 2003).

5.6.4 Social stress

Our results found that there was significant relationship between age and social stress, managerial women in young age 20-30 years old suffered from social stress more than other age groups.

Women in managerial positions appear to enjoy the leadership and there is no evidence to support the contention that women are less efficient than men. In men dominant cultures managerial women suffer from discrimination, organizations are considered the main source of stress. Till now women are not accepted in high managerial positions.. the source of stress facing managerial women is the incompatible relationship at work, which it manifested by being treated differently from male colleagues.

The problem tended to be centered on the common assumption that women are poorly qualified, however our results found that the majority of managerial women were highly qualified.

Women managers in male dominated organizations often encounter considerable difficulties in achieving social integrations male peers, that's because men are most likely to hold prejudiced views about women as managers.

Women coping styles are regarded from a negative standpoint in most cases. In that way, it has been suggested that coping strategies that are related to feminine gender role are less beneficial and more related to psychological distress than coping strategies associated with the male gender role. Our results were consistent with the results found by Rosin and Korabik, (1995), who found that younger women managers with less experience were more mobile and less satisfied than men.

5.6.5 Current period stress

The study results found that there was significant relationship between level of education and current period stress. Managerial women who were not educated suffered from current period stress more than others. This because education make managerial women more aware about the political situation which help them to reduce stress. On the other hand, high level of education help managerial women to follow up the news and analyze what will happened in the next period, this help them to reduce stress and pressure. The results didn't find any significant relationship between current period stress and other factors such as place, marital status, age, salary, type of residence, place of residence, level of education, or work of husband and current period stress. This shows that all Palestinian in all places from Kan Younis to Jenin live in the same difficult situation, they face the same problem such as difficult economic situation .This type of stress is unique for Palestinian people after Israeli

disengagement from Gaza Strip. The Palestinian people dreamed with bright future and the end of the difficult period. They dreamed of starting rehabilitation of the damaging which effected all places. Unfortunately nothing of their dreams came true; on the contrary they faced another difficult source of stress which was more difficult economic situation. Living conditions continued to deteriorate because of the closure and the continuation of Israeli military operations inside Palestinian territories. 2.25 million Palestinians (60% of the population) still living under the poverty line. Data also shows that 38% of all Palestinian households are in need of food due to lack of sufficient resources, this is according to according to opinion Poll (2004).

The income of 42% of Palestinian households in the poll was less than ` \$160 a month and 8% of these had no source of income at all. In general, 78% of Palestinian households in the sample reported an income less than \$385 a month.

The results indicated that the economic situation is even worse in Gaza, with the percentage reaching 89%, and 71% for those in the West Bank. 38% of the respondents described the economic conditions in their households as bad or very bad, while 44% described them as average.

Thirty five percent of the poll indicated that the main priority for the current government should be improving the economic situation, followed by 18% for "providing internal security", and 8% for "reducing unemployment, the respondents considered these issues as the main problems in the current period.

The economic factor is considered to be the source of stress in other cultures, such as in Poland the results of a study among managers found that economic sectors of organizations had high effect on stress with regard to physical and mental health as well as it's effect on individual characteristics of managerial staff (Bazyl et al, 2000).

Marital status didn't have significant relationship with problems of the current period, being unsafe is the same for both married and single women, all of them are under the pressure of this type of stress. Managerial women didn't have significant relationship with current period stress, this reflect that the monthly income in addition to the fact that the majority of husbands of managerial women were employee. Type of residence did not have any significant relationship with current period stress, this is because the difficult situation did not affect only camps, but it affected all places in the occupied territories including camps, cities and, village. So there was no difference regarding places.

5.6.6. Relationship between stress and job satisfaction

Family stress is significantly correlated with absenteeism; these results suggested that managerial women have difficulty in balancing work requirements with family and homemaking responsibilities, these are related to increase work absenteeism. Much of literature concerning the relationship between family and work concluded that family situation can define work orientation, motivation, abilities, emotional energy and the demands people bring to work place (Fleders, 1999). Another study among women universities showed that seventeen percent of the respondent put their family as the first priority for them and not their work (Beleiaeva et al, 2001). Other studies supported these finding that there is significant relationship between woman's family environment and her job satisfaction, and that certain characteristics of that family environment are predictive of certain features of job satisfaction including overall satisfaction (Guinn et al, 1999).

The similar results were found in a study among frontline employee, there was positive correlation between gender and work family conflict female employee reported high level of work family conflict (Karatepe, and Sokmen, 2004).

Political stress has significant correlations with ability to work and family stress, , these results indicate that difficult political situation affected managerial women, and prevented them from doing their work.

women who spend the night with her children trying to minimize the effect of striking in addition to the pressure of the daily events such as damaging and killing cant do their work this consentient with the result that married women reordered more absenteeism than others.

Work stress demonstrated negative correlation with general satisfaction, managerial women who perceived work stressors such as lack of career progress. While this a potential stress for all employee it is particular problem for women because they clustered in the low level of the hierarchy, another source of work stress faced managerial women. Misunderstanding their promotion, in addition managerial women in jobs that remain male dominated. Also poor work condition, work load all these factors related to work stress and dissatisfaction.

The results consistent with the results found in a study among Norwegian women that women who reported experiencing high level of role conflict and work stress reported less general satisfaction (Richardsen and Mikkelsen, 1999). Siu et al, (2002), found similar results that sources of stress negatively related to job satisfaction. Also the results found significant correlations with salary, supervision, working environment.

Patterson et al (2005) study how workers can relax and unwind from stress through positive behavior, the study explored unwinding and prevention training, the finding suggest that a promising and proactive strategy is to support positive unwinding as away to help workers transition from their work stressful condition (Patterson et al, 2005).

Social stress had significant correlation with absenteeism, family stress and work stress, this findings reflect the nature of women in our culture who always in need for social support, and when they suffer from social stress it effect their life and their work. Working women usually find difficulty to cope with social stress so they usually record high level of absenteeism This results are consistent with the theories which state that absenteeism indicate that employee are stressed by the work situations and that they are not able to cope with certain work conditions. (Cooper et al 1999).

Current period stress demonstrated significant correlation with salary, political stress, work stress, and social stress. These results indicate that sources of stress affect all Palestinians, difficult economic situation, lack of safety, ambiguity and unclear vision which have negative impact on all our activities.

Chapter 6

Conclusion and Recommendations

Conclusion

This study is conducted to evaluate stress and job satisfaction; there are very rare if found studies concerned with managerial women in Gaza strip. The study purpose is to assess the relationship between satisfaction and sociodemographic characteristics, types of stress, and the relationship between stress and job satisfaction. To suggest recommendations for all, at first decision making to improve work conditions, and all employees' men and women to support women in managerial position and give them the opportunities to achieve there work effectively.

The response rate was 84%.The study found that one managerial woman was deputy minister that represented 0.4, 8% of the target sample was general managers, 51.8% managers and 39.8% acting manager. 19% of managerial women were from age group 20-30, 40.5% from age group 31-40, 26% from age group 41-50 and 14% from age group 51-60. No one of managerial women in high position (general managers) from the age group 20-30.the majority of managerial women in position general mangers were from age group 41-50, while the majority of managerial women in position mangers and acting mangers were from age group 31-40.

Seventy six and half percent of managerial women were married, 18.7% single and only 2% were divorced ,the majority of managerial women live in cities 81%, 11.3% live in camp and 7.7% live villages.

The result showed that managerial women have higher educated, 65.9% have BA, 12.3% have master degree and 3.2% have PhD. While 0.4 not educated, 2.8% have

secondary, 15.5% have diploma. The results of this study showed that managerial women worked in UN were more satisfied with their work. Place of residence influenced job satisfaction, managerial women who lived in Khyan Younis were more satisfied than managerial women who lived in other places. This related that all decision maker and all ministries are in Gaza so all the chances to the people who lived in Gaza so the women who lived in Khan Younis when they have a chance to hold high position were more satisfy with this position.

The result also indicated that there were no significant differences between marital status and job satisfaction factors. While managerial women in age 50-60 more satisfied with their work than others had more experience in the life they estimated the value of holding high position. Also managerial women with high income were more satisfied than others.

The results showed that 80.3% of managerial women participated in training courses and 19.7% did not. Managerial women who participated in training courses in management were more satisfied, had better relationship with others and had more ability to work than others. The results of this study found that there were no significant differences between level of education and job satisfaction. The result revealed that managerial women with high salary were more satisfied than others.

The overall satisfaction of this study was 66% while 34% were dissatisfied with their work.

Eight factors were found as a result of factor analysis these factors were, general satisfaction, relationship with colleagues, ability to work, work environment, attitude towards work, supervision, salary and absenteeism, age had significant relationship with relationship with colleagues that managerial women in age group (50-60) had

more experience to relate with others. Managerial women with very high income more satisfied with their work than others.

The results showed that there were no significant differences between supervision and any factor and there were no significant differences between level of managerial women and attitude toward work.

The results indicated that there were significant differences between absenteeism and marital status, that married women recorded more absence than single women.

The study found that managerial women in Gaza Strip suffer from stress as 61% of the sample were stressed while 39% were not. Five types of stress were found to affect managerial women, the first one was political stress, the second was family stress , the third was current period stress, the fourth was work stress the last one was social stress.

The results indicated that there were no significant differences between type of organization, salary, place of residence, type of residence, job and level of education of managerial women husband and types of stress.

The result showed that there was significant differences between age and political stress factors, also there were significant differences between family stress and marital status.

The study showed that there was significant relationship between level of education and current period stress.

Married women suffered from family stress and social stress more than other groups, while managerial women in the age group (50-60) suffered from political stress, young managerial women in age group 20-30 suffered from social stress. Moreover

not educated managerial women suffer from current period stress and no significant between sociodemographic and work stress.

Work stress was significantly correlated with general satisfaction, salary, supervision and work environment. While family stress was significantly correlated with absenteeism, political stress had significant correlation with ability to work.

Social stress was significantly correlated with salary and with political stress but current period stress was significantly correlated with salary, political stress, work stress and social stress.

Recommendations

Our study showed that managerial women reported types of stress which affected job satisfaction and are strongly associated with health complaints. The researcher recommend many suggestions for preventing or eliminating stress.

1- Improving work condition such as physical environment reduce noise, crowded, the place of work must be comfortable, which reduce work stress and improve job satisfaction.

2- Conducting training courses to all women regarding how to mange stress, and reduce the intensity of it's emotional reactions.

3- Reduce focusing on the difficulties, problems, bad political and economical situations in all multimedia (television, radio, internet, news paper).

4- Increase awareness of men through public meeting regarding. the importance of sharing responsibilities of home with women, this will reduce family stress.

5- Promote childcare options in the community more favorable in the organization.

6- Continues training courses for managerial women in management this will provide them more experience and better relationships.

7- Encourage group meeting between managerial women and co-workers to improve relationship and create healthy work environment.

8- Encourage social activities in the organizations .

9- Assist women to fully participate in the developments of Palestinian society and giving them the chance to hold very high and important positions

10- Reduce the gap between salaries through reorganize salaries scale

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Annex.1

بسم الله الرحمن الرحيم

استبانته

حول الضغوط النفسية والرضا الوظيفي للمرأة في الوظائف القيادية

Stress and job satisfaction among managerial women in Gaza Strip

سيدتي :

يسرني أن اتقدم إليك بجزيل الشكر والامتنان عن مشاركتك البناءة والمثمرة التي ستعينني بمشيئة الله على إكمال هذا البحث والذي هو جزء من دراسة ماجستير في كلية الصحة العامة جامعة القدس .
إن هدف هذه الدراسة هو تقييم الضغوط النفسية التي تتعرض لها المرأة في الوظائف القيادية وعلاقتها بالرضا الوظيفي للوقوف على أسباب هذه الضغوط والمحاولة في تخفيفها ومعالجتها مما يتيح المجال للمرأة في التقدم في عملها والاحساس بالراحة والاستقرار .

سيدتي :

لك كافة الحرية في المشاركة أو عدمها ولكن مشاركتك لها أثر كبير في إنجاح هذه الدراسة والتي هي بالدرجة الأولى لخدمة المرأة . تعبئة الاستبيان تستغرق من عشر إلى خمسة عشر دقيقة لذا أرجو من سيادتك الإجابة على كافة الأسئلة قدر الإمكان مع العلم أن الاسم غير ضروري كما أن الإجابة على الاستبيان تتمتع بمطلق السرية وهي مخصصة لخدمة البحث العلمي فقط .
تتمتعين سيادتك بكامل الحرية للمشاركة في هذه الدراسة إذا رغبت في ذلك أو عدم المشاركة .
البحث ممول من الباحثة فقط .

شاكرين لك حسن تعاونك

مع جزيل الشكر والتقدير,,

الباحثة

سهاد عبيد

عزيزتي /

فيما يلي مجموعة من الأسئلة المتعلقة بدراسة الضغوط النفسية والرضا الوظيفي للمرأة في الوظائف القيادية في المؤسسات العاملة في قطاع غزة
أمل تكرمكم بالتعاون والاجابة على الأسئلة التالية :

الأسئلة المتعلقة بالعوامل الديمغرافية

اسم المؤسسة -----

نوع المؤسسة ☐ حكومية ☐ خاصة ☐ جامعة ☐ وكالة ☐ غيرحكومية ☐

العمر (20-25) (26-30) (31-35) (36-40) (41-45) (46-50) (51-55) (56-60)

الراتب الشهري ----- شيقل

مكان السكن ☐ شمال غزة ☐ غزة ☐ المنطقة الوسطى ☐ خان يونس ☐ رفح

نوع السكن ☐ مدينة ☐ قرية ☐ مخيم

عدد سنوات الدراسة-----

المؤهل العلمي ☐ بدون ☐ ثانوية عامة فأقل ☐ دبلوم متوسط ☐ بكالوريوس ☐ ماجستير ☐ دكتوراه

الحالة الاجتماعية ☐ متزوجة ☐ عزباء ☐ أرملة ☐ مطلقة

خاص بالمرأة المتزوجة

المؤهل العلمي للزوج ☐ بدون ☐ ثانوية عامة فأقل ☐ بكالوريوس ☐ ماجستير ☐ دكتوراه

عمل الزوج ☐ لايعمل ☐ عامل عادي ☐ عامل مهني ☐ موظف ☐ تاجر ☐ أخرى

عدد الأولاد: -----

المهنة الأساسية للمرأة: محامية - طبية - ممرضة - ادارية - مدرسة - محاسبة-مهندسة -صيدلانية-أخرى--

الوظيفة الحالية ☐ وكيل وزارة ما فوق ☐ مدير عام ☐ مدير دائرة ☐ نائب مدير

عدد سنوات الخبرة ----- عدد سنوات الخبرة شغل الوظيفة الحالية -----

هل عملت بوظيفة أخرى قبل عملك الحالي ☐ نعم ☐ لا عدد سنوات شغل الوظيفة السابقة ----

هل تلقيت دورات تدريبية في الإدارة ☐ نعم ☐ لا

Annex 2

استبانة الضغوط النفسية والرضا الوظيفي للمرأة في الوظائف القيادية في المؤسسات العاملة في قطاع غزة
عزيتي /

فيمايلي مجموعة من الاسئلة المتعلقة بالضغوط النفسية وعلاقتها بالرضا الوظيفي للمرأة في الوظائف القيادية لذا أمل ان تتفضلي بالإجابة على الأسئلة التالية ضعي علامة صح في المربع الذي يتفق مع رأيك . إلى أي درجة تتفقي أو لا تتفقي مع البنود التالية : 1 غير موافق بشدة 2. غير موافق. 3. موافق بتحفظ 4 موافق 5. موافق بشدة .

البند	5 موافق بشدة	4 موافق	3 موافق بتحفظ	2 غير موافق	1 غير موافق بشدة
1 - أشعر بالرضا عن ظروف عملي الحالي					
2- اشعر بأنني أقدم لمؤسستي عملاً يستحق الثناء والتقدير					
3- أشعر بالرضا عن الصلاحيات والمسؤوليات الموكلة إلي في العمل					
4- أشعر بالأمان الوظيفي في عملي					
5- اشعر بالفخر والاعتزاز لانجازاتي في العمل					
6- أشعر أن وظيفتي غير مناسبة لي					
7- اعتقد ان الفرصة في التقدم في العمل متاحة					
8- أتمنى أن أستمّر في مؤسستي الحالية حتى نهاية الخدمة					
9- نظم وسياسات العمل تشعرني بالرضا والارتياح					
10- عملي يكسبني علاقات وصدقات جديدة					
11- النتائج الايجابية التي احصل عليها تعتبر حافزاً لي لأعمل أكثر					
12- أسعى دائماً لتطوير مهاراتي					
13 يشكك الكثير في عملي بقدرات وانجازات المرأة					
14- يعامل عملي كل الموظفين بالتساوي					
15- تسند إلي مهام إضافية لأن عملي مميز					
16- عملي يتطلب مهارات وكفاءة عالية					
17- الكفاءة و الخبرة في العمل هما المقياس الأول لتقييم الموظفين					
18- الوصف الوظيفي لطبيعة العمل واضحة					
19- عملي يتيح لي الفرص للاشتراك في لقاءات ودورات علمية					
20- القوانين والأنظمة انصفت المرأة العاملة					
21- أشعر بأن الإجازات الممنوحة لي غير كافية					

					22- أستنفذ كل إجازاتي منذ بداية العام
					23- أتغيب عن عملي لأسباب صحية متكررة
					24- عملي يعتمد على نظام الفريق
					25- الطاقم العامل معي متعاون وكافي
					26- زملائي في العمل يحترموني ويقدرّون قراراتي
					27- زملائي يقدرّوا النواحي الشخصية لي كامرأة
					28- العلاقات بين الزملاء سيئة وتفتقر إلى روح الصداقة والتعاون
					29- التحيزات والصراعات في العمل يؤثر بصورة سلبية على سير العمل
					29- نجاحي في العمل يثير غيرة وحفيظة زملائي الآخرين
					30- علاقتي بالمسؤولين تؤثر على عملي بصورة مباشرة
					31 - مديري يمنحني الصلاحيات لاتخاذ أي قرار تتطلبه مصلحة العمل
					32- أشعر بالرضا عن نظم الاشراف في العمل
					33 - أتمنى أن يكون رئيسي شخصاً آخر
					34- طبيعة محاسبة المسؤولين عني تشعرني بالظلم
					35- اشعر بأن راتبي الشهري لا يكفي احتياجاتي
					36- ينتابني شعور بعدم العدل لحجم راتبي مقارنة مع حجم المسؤوليات الموكلة الي
					37- زملائي في مؤسسات أخرى يتقاضون راتب أعلى من راتبي رغم اننا نتساوى في الدرجة العلمية
					38- في حال اتاحة الفرصة لي للعمل في مؤسسة أخرى تدفع راتباً أعلى لن اتردد في ترك مؤسستي التي أعمل بها

سيدتي :

تتعرض المرأة للعديد من الأحداث والمشاكل في الحياة الاجتماعية والعملية الا ان مقدار التأثير بهذه الأحداث وما تسببه من ضيق والم ومعاناة يتفاوت حسب طبيعة النساء, فبعض الأحداث قد تؤثر تأثيراً بالغاً في البعض و لكن لا تترك نفس الأثر عند أخريات وهناك سيدات لم يتعرضن لتلك الأحداث من قبل

والمطلوب سيدتي أن تقرأي هذه الأحداث جيداً وأن تعطي لكل حدث درجة حسب تقديرك لشدة تأثير الحدث عليك خلال السنة الماضية وحتى الآن

(1) لا تأثير على الإطلاق (2) تأثير خفيف (3) تأثير متوسط (4) تأثير شديد (5) تأثير شديد جداً

تذكري سيدتي أن تقديرك لدرجة التأثير هامة جداً

البند	1 لا تأثير على الإطلاق	2 تأثير خفيف	3 متوسط	4 تأثير شديد	5 تأثير شديد جداً
الأحداث السياسية خلال فترة انتفاضة الأقصى - استشهاد أحد الأقارب و الأصدقاء					
2- مشاهدة اجتياح الجيش لبعض المناطق في غزة					
3- مشاهدة تدمير المنازل وتجريف الأراضي					
4- مشاهدة إصابة أحد أفراد الاسرة أو الأصدقاء					
5- مشاهدة القصف الجوي والبحري والبري					
6- مشاهدة اعتقال أحد أفراد الأسرة أمامك					
ضغوط اقتصادية: غلاء المعيشة وعدم القدرة على تلبية احتياجات الأسرة					
2- الوقوع تحت اعباء الديون					
الفترة الحالية - الغموض وعدم وضوح الرؤية و المستقبل					
2- الفلتان الأمني وانتشار فوضى السلاح وعدم الاحساس بالأمان					
3- التعرض للغارات الوهمية ليلاً ونهاراً وتأثيراته على الأطفال					
4- الخوف من اعادة اجتياح القطاع مرة أخرى					
العمل					
1- الظروف البيئية غير صحية في العمل كالضوضاء , ضيق المكان, كثرة عدد الموظفين					
2- عدم القدرة على اكمال عملي خلال اليوم وإكماله في البيت فيما بعد					
3- الإحساس بالملل والروتين في عملي					
4- الطلب مني إكمال عملي في وقت قصير					
5- متطلبات العمل غير متوفرة					
6- التمييز بين الرجل والمرأة					

					7- التمييز تبعاً للسن
					8- التحيزات والنميمة وكثرة تداول الاشاعات في محيط العمل
					9- تحمل مسؤوليات عدد كبير من الموظفين
					10- عدم القدرة على التعامل مع التقنيات الحديثة
					11- النظام الإداري للمؤسسة سيء وغير فعال
					12- التحرشات والمضايقات من قبل المسؤولين والزملاء
					13- اساءة تفسير ترقية وتقديم المرأة
					14- عدم القدرة على القيام بالأعمال التي تتطلب السفر والتأخير
					الأسرة والمجتمع: مسؤوليات البيت والأسرة (شغل البيت تدريس الأطفال - شراء الحاجات)
					2- الحضانه لا توفر الرعاية المطلوبة لطفلي
					3- زوجي لا يشاركني مسؤوليات البيت
					4- زوجي لا يقدر ظروف عملي
					5- ترك أحد اطفالي مريض والذهاب إلى العمل
					6- طول فترة العمل
					7- العمل بنظام الدوريات أو في الليل أو الإجازات
					8- انشغالي بالعمل عن زوجي وأولادي
					9- عصبية وعنف الزوج اللفظي أو الجسدي
					10- تحكم زوجي بقراراتي
					11- العادات والتقاليد التي تحد من حرية المرأة
					12- اساءة تفسير تصرفاتي لأنني غير متزوجة

Annex 3

Stress and job satisfaction among managerial women in Gaza Strip

Dear / Madam

We are trying to investigate stress and job satisfaction among managerial women in Gaza I will be appreciate when you mark the appropriate answer

To which degree or disagree with the following variable

1. Strongly disagree, 2.Disagree, 3.Adoubt agree, 4Agree, 5. Strongly agree

Items	5	4	3	2	1
1-I feel satisfy with my work					
2- I feel that I do important work to my organization					
3- I am satisfy with my responsibilities					
4- I feel secure at my present job					
5-I am proud of my performance					
6-I feel my job not suitable for me					
7- I think that there is the opportunity to have promotion					
8-I hope to continue at my organization until the end					
9- regulation s and laws of my job make me satisfied and comfort					
10- my work give me the chance to have new relationships					
11- the positive results I have encourage me to woke more and more					
12- I am improving continuously in my job					
13- Many people in my work don't believe in the women performance and skills					
14- My work is fair with all the employee					
15- my organization give my more works because my work is perfect					
16- My job requires high performance skills					
17- The evaluation of employee depend on the experience and high performance skills					
18- Job description to my work clear					
19- I feel satisfy with the courses which providing in my organization					
20- I feel my vacation is not enough					
21- I take all my vacation since the beginning of the year					
22- I don't go to my work continuously because of the health reasons					
23 -My work depend on team work					
24- The co worker is enough and helpful					

25- My colleagues respect and do my decisions					
26- My colleagues respect the personal thing as a woman to me					
27-Poor communication between colleague is bad					
28- There is conflict between colleagues					
29 - My successes in the work make my colleagues unhappy					
30- My relation ship with supervisor affect my work directly					
31- My supervisor give me the responsibilities to take any decision					
32- I satisfy with the supervision I have from supervisors					
33- I hope my supervisor another one					
34- I feel unfair with supervision					
35- I don't feel my salary is enough for my needs					
36 - I feel unfair for my salary comparing with the work I do					
37- I feel frustrated because my colleagues in other organizations received salary more than mine even have the same degree					
38- If I have the chance to work in another organization pay more salary I shall leave my organization					

Dear / Madam

Managerial women in Gaza strip faced several types of stress which effect her life if you face these types of stress please mark the appropriate answer

To which degree these stressors effect you

1. no effect, 2. Little effect, 3. Moderate effect, 4. High effect, 5. Very high effect

Items	1	2	3	4	5
Political stress					
1-Seeing killed of relative or friends					
2-Seeing the invade different size of Gaza					
3-Seeing damaging houses					
4-Seeing injury member of the family					
5-Seeing take member of the family to prisons					
6-Seeing strike air and sea					
The actual period					
1-High standard of living and can not provide the family needs					
2-The pressure of debts					
3-Ambiguity and the vision is not clear					
4-Unsafty and weapon commotion					
5-Facing strikes day and night and its effect on children					
6-Facing strikes day and night and its effect on children					
7-Unsafty and weapon commotion					
8-The fear of reinvade Gaza					
Work stress					
1-Work environment is not healthy					
2-Work over load					
3-Can not complete the work during the day and taking it to the house					
4-Feeling boredom and routine					
5-Require complete work in short time					

6-.work requirements not available					
7-.Discrimination between man and woman					
8-.Discrimination towards age					
9- Treaties and gossip					
10. Shoulder responsibilities high number of employee					
11-.Disable to deal with new technique					
12- Harassment and annoying by manager or colleagues					
13-. Rigid hierarchy					
14-. Can not do work require traveling					
Family and social					
1. Lack of husband support					
2-.Husband does not accept my work condition					
3- .Leaving child ill and go to work					
4-.The long period of work					
5-.Night work shifting and in vacation					
6-.Lack time for family responsibilities					
7-.Aggressive of the husband					
8-..My husband control my decision					
9-.Tradition which restrict woman freedom					