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The impact of work stress on the performance of NGOs Employees in the Governorates of Ramallah, Al Bireh, Jerusalem, Jericho and Salfit with its effect on managerial development

Abstract

The purpose of this study titled "The impact of work stress on the performance of NGOs in the Governorates of Ramallah, Al Bireh, Jerusalem, Jericho and Salfit with its effect on managerial development" is to identify the most important factors that can lead to stress at work and the impact that this in turn can inflict on the performance of the employees working in NGOs and on the managerial development.

In order to complete the study, the researcher used the descriptive validity approach. The target population of the study was the NGOs in the Governorates of the central part of the West Bank all surveyed in 2009-2010 under the framework of the study. A representative sample of (151) employees was randomly selected out of a defined population of (789) employees and a questionnaire was developed to collect the data from the sampled employees. In total (125) questionnaires were filled and returned with a response rate of (83%). The consistency of the questionnaire was measured using Cronbach's Alpha resulting (89%) reliability.

The purpose of the study was measuring the work pressure that NGOs employees are facing and its possible negative impact on the employees and on managerial development and how this can contribute to increased risk in the achievement of the set goals and objectives.

The main objective of this study is to identify the impact of work pressure on the performance of NGOs in the Governorates of the central part of the West Bank, and illustrate the relationship between sources of workplace stress and employee performance.

The data was analyzed using the Statistical Package for Social Sciences (SPSS) to estimate the arithmetic average, standard deviations, and percentages to demonstrate the relationship between sources of pressure and performance of employees. The results showed that the sources of work pressure from the viewpoint of the employees working in the NGOs measured by role conflict, role ambiguity, role burden, the relationship with the management, relationship with colleagues, justice and equality play a significant role in influencing the performance of employees in a negative way, and highlighted the importance of the need for training programs, work knowledge and the importance of effectiveness in motivating employees to produce and face any pressure they may encounter. The results clearly show that there is an inverse relationship between job stress and performance, as the pressure decreases the performance of employees' increases.

The researcher concluded by presenting the results that the work burden and role conflict besides the ambiguity among workers impacts significantly the work performance, this is the result of the backlog, the limited working hours and overtime leading to negative results and failure to achieve the desired goals. The relationship with the management also affects the performance of employees, through centralization of administrative decisions and rigidity in application of the regulations, while some managers delegate additional tasks to their workers and thus create additional pressure work for them. The relationship

with colleagues is not constructive because of the difficulty in communicating, networking and non-professional competition among them, which is reflected on the productivity. The researcher also concluded that the failure to adopt the principle of justice and equality among staff and lack of knowledge about the employees job descriptions imposes great pressure on employees, besides the work environment; while on the other hand if staff are able to carry out their work with the best quality possible and have the access to training programs and perseverance in dealing with matters in the work based on management development leads to reduced stress among employees and motivates them to apply the procedures and regulations with great accuracy which leads to achieving clear objectives and the development of positive trends for work. The quantity and quality of work in addition to personality play an important role in employees' attitudes and is represented in the ability to focus at work, to express feelings and emotions and take responsibility.

A set of recommendations were set based on the conclusions of the study; the most important represents the need to develop programs and plans, through an effective communication system within the organization to provide staff with necessary information about the organization and their work, besides applying the co-management system, decision-making in a democratic manner and developing a fair promotion system for workers. Implementing training programs aiming at developing the capacity of workers, besides the need to raise the level of management development through training programs, delegation of powers, enhancing entrepreneurship to work, urging the staff for good performance, and solving problems among employees through holding of regular meetings between employees and managers.

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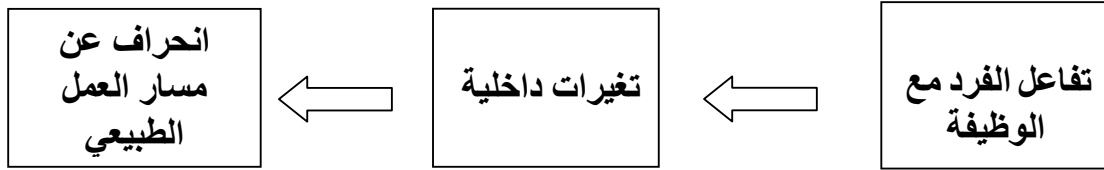
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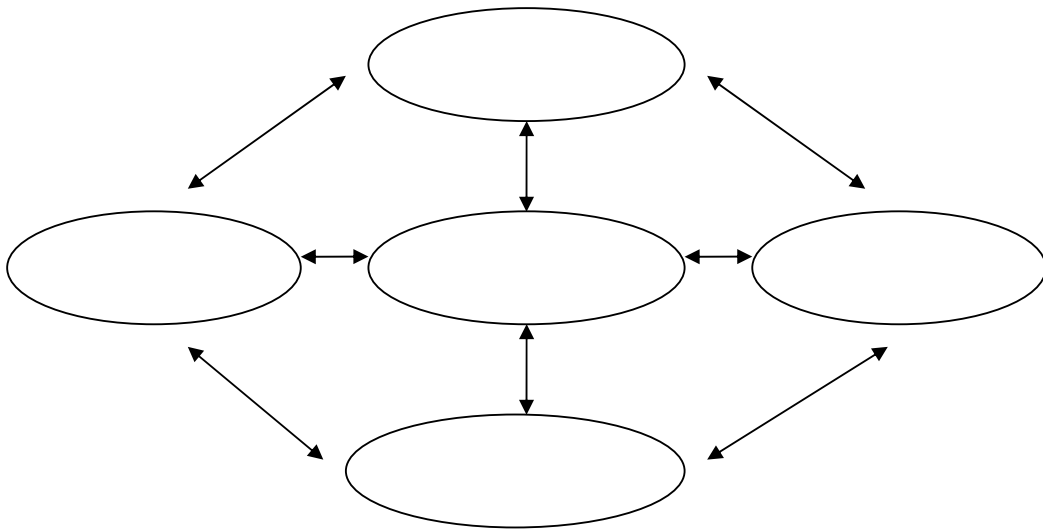
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	0.856	3.544		3
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	1.089	3.480		5
	1.109	3.424		6
	1.135	3.608		7
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	0.926	3.304		2
	1.048	3.408		3
	1.150	3.152		4
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	1.074	3.472		1
	1.012	3.488		2
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	1.216	2.896		1
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	1.087	3.424		2
	0.952	3.112		3
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	1.269	3.032		5
	0.715	3.808		6
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	0.858	3.808		3
	0.930	3.496		4
	0.885	3.320		5
	0.664	3.760		6
	0.884	3.632		7
	0.858	3.808		8
	0.898	3.656		9
	0.924	3.800		10
	0.988	3.520		11
	0.846	3.552		12
	0.777	3.552		13
	0.737	3.808		

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	0.803	3.704		1
	0.799	3.784		2
	0.681	4.104		3
	0.705	3.608		4
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	0.778	3.520		1
	0.615	4.008		2
	0.803	3.600		3

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	0.669	3.896		4
	0.587	4.096		5
	0.413	3.824		

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	0.988	3.520		2
	0.846	3.552		3
	0.777	3.552		4
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**Correlation is significant at the 0.05 level (2-tailed)

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96	1.3
102	2.3
103	3.3

9	1.2
45	2.2

63	1.3
64	2.3
64	3.3
65	4.3
65	5.3
66	6.3
66	7.3
67	8.3
68	9.3
68	10.3
69	11.3
71		1.4
	
72		2.4
	
73		3.4
	
75		4.4
	
76		5.4
	
77		6.4
	
78	7.4
79		8.4

80	9.4
81	10.4
83	11.4
84	12.4
86	13.4
	

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1 :

1	1.1
3	2.1
3	3.1
3	4.1
4	5.1
4	6.1
5	7.1
5	8.1

7 :

7	1.2
7	1.1.2
8	2.1.2
11	3.1.2
12	4.1.2

13	5.1.2
13	6.1.2
13	7.1.2
18	8.1.2
20	9.1.2
21	10.1.2
29	2.2
29	1.2.2
30	2.2.2
31	3.2.2
32	4.2.2
33	5.2.2
33	6.2.2
35	7.2.2
35	8.2.2
36	9.2.2
37	10.2.2
38	3.2
38	1.3.2
40	2.3.2
42	3.3.2
44	4.3.2
45	5.3.2
46	6.3.2
49	4.2
57	5.2
60 :	
60	1.3

60	2.3
61	3.3
61()	4.3
61	5.3
62	6.3
62	7.3
62	8.3
63	9.3
63	10.3
70 :	
70	1.4
70	2.4
70:	.1.2.4
722.2.4
733.2.4
744.2.4
755.2.4
776.2.4
787.2.4
798.2.4
809.2.4
8110.2.4
8211.2.4
8312.2.4
87 :	

87	1.5
89	2.5
92	
104	
105	
106	
108	