

## **The effect of training and work stress on the productivity of Employees of the Electrical Industries Company in Diyala**

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### **Abstract**

The study examines three important factors affecting employees in all sectors, especially the industries sector. These factors are work stress, training, and productivity. Electrical Industries Company employees in Diyala were chosen as the study population, and so a sample of (190) employees was selected from Electrical Industries Company (Three of them were neglected because they weren't answered) the exploratory-descriptive approach was used, and the main study tool was a questionnaire and a personal interview. The results of the study showed that work stress affects the productivity of employees at Electrical Industries Company as it has a negative effect on their productivity, and that training employees to deal with work stress can positively affect their productivity and reduce work fatigue. The results also indicated that employees face too much work stress, and there were important reasons behind this stress.

**Key words: Electrical Industries Company, work stress, training, productivity of Employees.**

### **Chapter one**

#### **1. Introduction**

Many studies have indicated that it is difficult to get a stress-free job, and of course the intensity of this work stress varies from job to job and from person to person. This is due to the different sources of work stress in different organizations and professions, and response rates to work stress that vary from

person to person as a result of individual differences and reactions to stressful situations.

So, work stress has received great attention from researchers in many fields, after it was found that work stress causes huge losses to the individual, organization and society in terms of health, economy and organizational aspects. In addition to these health effects, work stress is negative effects on the behavior of individuals and the level of productivity of their work, which is represented in the low sense of belonging to work, and high rates Absenteeism, workforce dropouts, increased error rates and an increase in product-damaged rates. Hence, the researcher's idea of conducting this research to study work stress and its impact on productivity.

## **2. Research problem**

sources of work stress in various studies differed according to their line of work or the profession to which they belonged. Therefore, interest has recently increased in studying some factors that affect the efficiency and productivity of Factory environment, due to the specialists' awareness of the negative consequences of these factors on the worker and the management of factory which impede the two parties from

achieving their desired goals. In fact, the most important factor affecting productivity is work stress.

In some cases, this stress may lead to errors of judgment and, consequently, errors in professional judgment. These errors may be unknown or accepted by the individual in spite of the professional knowledge and experience he may have, and therein lies the danger. For example, most research results in this field clearly indicate that even qualified, trained, and experienced individuals may fall to one degree or another under the influence of this stress.

There is no doubt that the poor quality of productivity, high rates of leaving the profession, or searching for another job as a result of work stress may indicate a poor relationship between the worker on the one hand and the management of factory on the other hand. This may cause the factory to accrue significant costs that include the costs of lost opportunities and the costs of re-selecting and training individuals, in addition to the costs arising from the low morale of the rest of the employees. These costs increase when the organization loses individuals who are highly efficient, and this which must draw the attention of the college to the need to study this problem and find appropriate solutions. The role of the training process is to deal with work stress and reduce it, and so the factory develops specialized training

programs for workers in order to handle and control work stress so that it does not reflect on the productivity of the workers, leading to burn-out and leaving work.

The main research question is stated below:

What is the effect of training and work stress on the productivity of employees?

From the main question, the following sub-questions were derived:

- How does the work stress experienced by the factory workers relate to his productivity?
- Do training programs reduce the work stress experienced by the factory workers?
- Does training enhance the worker's productivity?

### **3. Research objectives**

This research aims to achieve a number of objectives that are mentioned briefly as follows:

- Explore work stress and its sources and effects by reviewing the theoretical literature that dealt with this important phenomenon.
- Determine the extent to which factory workers experience work stress.

- Identify the impact of work stress on the productivity of the factory workers
- Indicate the effect of training programs on factory workers and their ability to reduce work stress.

#### **4. Significance of the study**

Work stress is considered one of the topics that has been of great interest to scholars and researchers. In fact, the importance of work stress lies in the following:

- It is necessary to highlight importance of the issue of work stress and the need for research and investigation in order to get rid of work stress and avoid it.
- This study draws attention to the importance of the issue of work stress and the reasons that make it necessary for the heads and subordinates at various factories to identify the causes of the work stress experienced by workers suffers from and employ training programs in order to overcome those problems that often hinder the implementation of the production process.
- This study attempts to direct the attention of decision makers to the importance of dealing seriously with work stress in order to reduce it and avoid its negative effects as much as possible so as to achieve the goal of improving the efficiency of the worker's productivity.

## 5. Hypotheses

A number of hypotheses were developed in order to find out the real facts of the variables discussed in the Iraqi environment, specifically the environment of factories. These hypotheses will be confirmed or rejected in the practical part of the current study, and they are as follows:

### 5.1. hypotheses of correlation

- Work stress is inversely correlated to the productivity of the worker.
- Training is inversely correlated to work stress.
- Training is positively correlated to the productivity of the worker.

### 5.2. hypotheses of effect:

- Work stress significantly affects the productivity of the worker.
- Training significantly affects the productivity of the worker.

## 6. The hypothetical model of the research

Achieving the aims of the study necessitated developing a plan whose basic variables are based on work stress, training, and productivity. This plan included the hypothetical study plan structure illustrated in Figure 1.

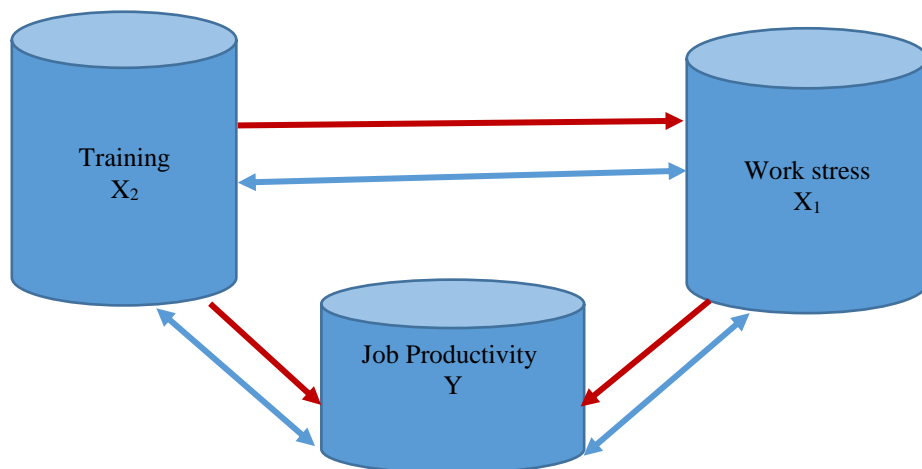


Figure (1): The proposed model of the research

## 7. Research methodology and sample used

The study adopted the exploratory survey method which is characterized by the combination of the description of the phenomenon with its analysis in order to reach the results, and its focus on conducting opinion polls as it relies on diagnosing the situation and analyzing it in order to reach the results, in addition to monitoring the basic indicators. Description was used to collect the data and information needed for the study.

The questionnaire was used to collect the most important data, and it was the main tool used in order to collect data. The questionnaire was prepared after studying books and research, gathering the available measures that are directly and indirectly related to the subject of the study, and selecting appropriate

measures for examining the research variables, as well as making adjustments to the parts of the selected measures and adapting them according to the orientations of the current study in order to ensure clarity and objectivity. Hence, a five-point Likert scale was used, and it included the main variables.

Electrical Industries Company in Diyala were selected from the Being one of the factories of strategic importance to support the national economy of Iraq, 187 workers were selected from the various departments of this factory.

## **Chapter Two**

### **Theoretical literature review**

#### **1. Training**

As we know that training and development refers to the process to obtain or transfer KSA (knowledge, skills and abilities) needed to carry out a specific activity or task; therefore, benefits of training and development both for employer and employees are strategic in nature and hence much broader (Niazi,2011,2) The purpose of training and development is Pervasive. Training and development builds a team of highly effective and efficient way. Employees who are trained regularly are well motivated, well-mannered and have enhanced confidence and self-esteem. (Saleem,et.al,2011,1).



Training is the organized way in which organizations provide development and enhance quality of new and existing employees. Training is viewed as a systematic approach of learning and development that improve individual, group and organization (Nda,et.al,2013,91).

### **1.1. The importance of training**

The importance of training for the individual employees, whether old or new, and the organization is demonstrated in the following aspects (Al-Muhammadi, 2019,24):

- a. Providing the new employees with the required efficiency.
- b. Training has positive effects on the old employees, for through training he can keep abreast of development in the field of work and learn new skills and knowledge.
- c. Improving and developing behaviors that are consistent with the nature of the work performed by the individual employees and the relationships that this work demands.
- d. Training increases employees commitment and loyalty to the organization and enhances the employees awareness that the organization is a good and suitable place for work.
- e. Training promotes productivity motivation and creates opportunities for growth and development among employees.
- f. Training helps employees reduce the stress caused by lack of knowledge or skill, or both. (Al-Muhammadi, 2019,24)

## 1.2. Training goals

The training process has a set of goals, including the following:

- a. Increasing the skills of trainees and raising their thinking and brainstorming abilities.
- b. Developing the capabilities of the second-line employees and qualifying them to occupy superior positions in the organization.
- c. Making staff movements across the organization through training and changing the structure of its workforce.
- d. Providing the trainees with modern and advanced knowledge related to the training programs.
- e. Linking theoretical knowledge with the practical knowledge provided by the training programs.
- f. Encouraging employees to deal with the trends of renewal and change in the various aspects of the production process in the organization.
- g. Training aims to link the outcomes or outputs of the training programs and the strategic goals of the organization. Focusing on the type and quality of the training programs compared to their cost must be consistent with the strategy of the organization and will lead to achieving competitive advantages represented in meeting the customers' needs for products and services with the desired quality.

## 2. The concept of work stress

There are many definitions and concepts related to work stress as a result of their association with other disciplines. Work stress can be defined as follows:

It is a complex pattern of an emotional and sentimental state and a physiological reaction in response to a set of external stressors. Work stress refers to the situation in which the interaction between the working conditions and the administrator's personality affects his psychological and physical condition, which may lead him to change his usual behavioral pattern. In other words, it is all that leads to an imbalance in the individual's ability to adapt or maintain his natural balance, and stress is known to be the human reaction to the physical and psychological stimuli. The human reactions to these stimuli are fear, nervousness, trembling, increased blood stress, confusion, pallor, sleeplessness, distraction, and absent-mindedness. This is expressed by physical and psychological reactions that suggest that the individual is uncomfortable with the situation (Merzek, 2009,8).

Work stress, also known as occupational stress, refers to the level of stress that affects employees as a result of job-related activities. It is a psychological factor to which they are exposed as a result of job activities and duties (Siahaan, 2017,20).

Work stress is an unpleasant emotional state facing employees and workers in specific situations at work when the job requirements are greater than their ability to deal with the situation.

Work stress is the stress that individuals feel at work, and the main element of work stress is role stress, when individuals are unable to understand the rights and obligations related to their work and perform their roles well (Guangdong et al., 2019,12)

Stress has many causes such as reducing the number of employees at work, changing work, working on shifts, long working hours, lack of supervision, inappropriate training, inappropriate working conditions, and very heavy responsibilities that develop relationships with coworkers, and the workload (Ehsan & Ali, 2019,8).

According to Robbins & Judge, (2017), there are multiple factors that may cause work stress in organizations: (a) the nature of the job, working conditions, duties, and job design; (b) role stress related to exercising one's functions. This creates a conflict of roles and a conflict of expectations, which makes it difficult for the employees to perform well. In addition to stress generators, there is also the excessive workload; (c) stress arising from the personal demands of other employees, and the

lack of clarity in communication in the organization (Zunaidah, 2018,2).

Work stress: Every physical and psychological impact that affects the decision-making behavior, impedes one's psychological balance, and leads to nervous tension or psychological anxiety, which makes one unable to take a good decision or behave rationally towards the administration. As for the concept of psychological stress, it is the burden on the human being and his responses in order to adapt to the change he faces or to resist it. Since change is one of the established facts of life, it can be said that being exposed to stress is part of daily life (Abu Malik, 2007,12).

### **2.1. Sources of work stress**

According to a number of thinkers and researchers, work stress has many sources or causes, and they are as follows (Al-Dosari, 2005,3):

### **2.2. Workload**

It is a group of tasks performed by the working individual, whether he is a manager or an employees, and each task consists of a number of activities and requirements that are performed by the individual causing him to feel stress. Hence, the employees' failure to practice his profession or accept it results

in work hazards and accidents, as well as the fear of unemployment and the frequent changes in work shifts, in addition to the rapid workflow of excessive and monotonous tasks that require simple skill while taking into account continuous attention. Workload is the increase or decrease in the tasks assigned to the individual, and thus the increased workload is divided into two types (Zunaidah, 2018,2):

- Quantitative work overload: It occurs when many tasks are assigned to the individual and they must be accomplished when there is not enough time.
- Qualitative work overload: It occurs when an individual feel that the skills required to achieve a certain level of work productivity are greater than his ability, that is, the individual lacks the ability to perform work.

The result is that the individual accumulates physical fatigue, which makes him unable to deal with the workload, and this makes him always feel that he has not taken enough rest.

### **2.3. Role conflict**

The role is defined as the position held by the individual as determined by the expectations of the leaders in the organization. The term "role" is the key to understanding the integration of the individual in the organization's system through which the individual can interact or deal with others in

order to achieve integration or consolidation with the system. A distinction must be made between the primary role and the general role. The term "role" is like a tree. The stem refers to the primary role, the main branches refer to the general roles, the secondary branches refer to the special roles, and the leaves refer to the changing roles (Guangdong et al., 2019,12).

- Single role sender conflict: It occurs when the boss, for example, asks his subordinates to perform two conflicting duties.
- Conflict between role senders: It occurs when the expectations of members of the role group conflict with each other in relation to a particular role, as is the case when middle-level managers are exposed to conflicting expectations by both the senior management and the lower management.
- Multiple role conflict: This type is common among individuals because they have multiple and different roles during their lives.
- Person role conflict: It arises when the expectations of others conflict with the values that the role holder adheres to.

#### **2.4. Role ambiguity**

Role ambiguity occurs when the individual lacks the information that is necessary to carry out his tasks and duties in the organization, i.e. the information about the policies and goals of the organization and work procedures, as he did not get

this information correctly. It means the lack of clear information regarding the expectations associated with the role, the methods of meeting the known role expectations, and the results of role productivity. This causes increased anxiety, decreased job satisfaction, and poor self-esteem, which leads the individual to consider leaving work. The ambiguity of the role has a curved relationship with both motivation and work productivity, as the stress arising from the lack of information and authority is called destructive stress as it constrains the individual's efforts and productivity. The ambiguity of the role has several sources, the most important of which are the following:

- Change of the social environment of the organization.
- Change of the individuals working in the organization.
- Change of technology at work.

### **3. Job productivity**

The issue of job productivity is one of the main topics in the theories of administrative behavior in general and administrative organization in particular because of its importance for reaching the desired goals of organizations efficiently and effectively. Job productivity is the financial or non-financial value added by the employees, i.e. the value of those who contribute directly or indirectly to achieving the



direct objectives of the project (Fonkeng, 2018,3). This is the result of the work accomplished for each job during a specific time period (Guangdong et al., 2019,12). Employees productivity is defined as an assessment of value generated by an individual employees within a specific time period. (Chiradeep BasuMallick, 2020,1). Most organizations with the aim of attaining higher productivity end up saddling employees with the overload of work in order to meet deadlines, and this might have psychological and physical effects on the employees. This may result in something contrary to what these organizations want to achieve (Okeke et al.,2016,38), productivity is defined as employees behavior that contributes positively to the goals and objectives of the organization.

The word "productivity " means the employees' commitment to his duties and the tasks assigned to him at work through performing his duties, bearing work responsibilities, being committed to ethics and good morals within the organization, and adhering to the official work schedules in terms of attendance and absenteeism employees productivity levels determine how much value they actually provide, and this is why it's important to focus on ensuring that they are surrounded by a positive work environment that facilitates this.( Juha Huttunen,2019,3)

However, it's not just about encouraging them to be productive for short-term gain. It's also about the long-term too, because when you have a productive workplace, this spills over into further benefits such as higher engagement levels, greater well-being, and improved culture.

Job productivity refers to a set of administrative behaviors reflecting the employees work, and includes good productivity, good implementation, and the technical expertise required at work, in addition to communicating and interacting with the other members of the organization, adhering to the administrative regulations governing work, and seeking to respond to them carefully Therefore, organizations seek to determine the quality and quantity of the productivity of the working personnel, the capabilities of each individual, and the need for individual development. It is necessary to measure productivity because this means obtaining specific facts and data that help to analyze and understand the employees' productivity of his work and his behavior in a specific period of time, and also to assess his technical, practical, and scientific competence to carry out the duties related to his current and future work (Mustafa, 1996,86).

The interest in the individual's productivity has increased in recent years as a result of the rapid changes that organizations

face in their work environment. Organizations have been forced to focus on the individual's productivity as a critical factor of their ability to achieve success within this environment which is characterized by stressful and influential factors that are at the same time indicative of the organization's human capacities qualifying it to continue and achieve excellence in work on the other hand. Regarding the productivity of the individual, it is no longer sufficient for the individual to do the work entrusted to him, as the circumstances surrounding the organizations and their various effects, the most important of which is the issue of searching for excellence, have made it necessary for the individuals to be more creative and skilled in doing work in a way that is consistent with the orientations of the organization. Therefore, the organizations tend to search for methods that improve the productivity of individuals and make it superior to the productivity of the individuals in other organizations (Al Nizami, 2009: 3).

Pearce & Robins (1995) discuss organizational productivity as the reflection of the organization's ability and potential to achieve its long-term goals, which are, as most researchers agree, survival, adaptation, and growth. On the other hand, Gilbert (1998: 10) says that every productivity includes two basic aspects: the first aspect is the behavior that embodies the

methods used. As for the second aspect, it is represented by the results of the behavior, which in fact reflect the goals or objectives. Organizations of various types and orientations seek to achieve the goals and objectives set for them through the productivity of all employees. At the administrative levels, the organizations aim to maximize the returns as much as possible through the optimal use of their limited resources, and this can only be achieved through the maximum exploitation of their potential, reducing costs to the lowest possible level, and focusing on the quality of production so that it attracts a lot of clients (Cote & Miners, 2006,115). This is because productivity is the ability to solve a problem and find the correct solution, as it is known as the record of the results of the work done as embodied in the behavior of the working individuals.

Productivity is the ability to use the available resources in an efficient and effective manner (Daft, 1992,120). Whellen & Hunger (2000) considered productivity the final result of the organization's activity and an expression of how the organization uses its material and human resources in order to achieve its goals. According to Miller & Bromiley (1990), it is the reflection of how an organization uses materials and human resources and exploits them in a way that enables it to achieve its goals.

Mondy (2008) believes that productivity is a goal-oriented process that shows that organizational processes are used to increase worker productivity and the productivity of the organization in general, while Wit & Meyer (1998) define organizational productivity as "those desired outcomes that an organization seeks to achieve."

Organizational development (OD) and change are critical if organizations are to be successful and remain competitive in this era of unremitting advancement and progress. (Leon C. Prieto, et al.,2013), According to Beer and Walton (1987), increasing international competition, deregulation, the decline of manufacturing, the changing values of workers, and the growth of information technology have changed the concepts and approaches managers must use. By definition, OD comprises a set of actions or interventions undertaken to improve organizational effectiveness and employees well-being (Beer & Walton, 1987,38). Friedlander and Brown (1974) described it as a planned change effort where the intervention is at the individual, process, technological, and/or structural level. Therefore, organizational development and change are intertwined concepts that can involve numerous facets or components of the organizational system, and that have the potential to result in positive outcomes for the organization.

Measuring organizational productivity allows managers to know the expected level of productivity of the organization compared to the results achieved. The objective of productivity measurement is to ensure that the strategies put into practice in the organization have led to the achievement of the organization's mission and strategic goals.

### Chapter Three

#### Hypotheses testing

A number of hypotheses related to the independent and dependent variables have been developed. After obtaining the statistical results of the questionnaire distributed to the study sample, the data were analyzed using Pearson correlation coefficient and simple regression analysis coefficient. These results are detailed below:

Hypotheses tested	Variables	n	Sig.	Pearson Correlation	Results
H01	Work stress - productivity (X1-Y)	187	.033	-.35*	Accepted
H02	Training - productivity (X2-Y)	187	.01	.47**	Accepted
H03	Work stress - training (X1-X2)	187	.009	.49**	Accepted

Table (1): Hypothesis testing (correlation results)

1.1. First Hypothesis (H01): Work stress is inversely correlated to the productivity of the worker

Table (1) shows the correlation assumed by the first hypothesis, as the table shows a positive correlation between work stress (X1) and productivity (Y). The value of the correlation coefficient is (-0.35\*\*), and the level of significance is (.03). These results indicate the acceptance of the first hypothesis as they point to an inverse correlation between work stress and productivity. Hence, the first hypothesis, i.e. work stress is inversely related to the productivity of the worker, is accepted.

1.2. Second hypothesis (H02): Training is positively correlated to the productivity of the worker.

Table (1) shows the correlation assumed by the second hypothesis, as the table shows a positive correlation between training (X2) and productivity (Y). The value of the correlation coefficient is (.47\*\*), and the level of significance is (.01). These results indicate the acceptance of the second hypothesis as they point to a positive correlation between training and productivity. Hence, the second hypothesis, i.e. training is positively related to the productivity of the worker, is accepted.

1.3. Third hypothesis (H03): Training is inversely correlated to work stress.

Table (1) shows the correlation assumed by the third hypothesis, as the table shows a positive correlation between work stress (X1) and training (X2). The value of the correlation coefficient is (-0.49\*\*), and the level of significance is (.009). These results indicate the acceptance of the third hypothesis as they point to an inverse correlation between work stress and

Table (2): Analysis of the impact of the variables of work stress and training on the productivity of the worker

Dependent variable	(P-Value)	(F)	(R <sup>2</sup> )	Independent variables
Productivity (Y)	.000*	34.2	0.25	Work stress X1
	0.000	41.2	0.28	Training X2

n = 187

Table (f) value with significance level 0.05 = 3.55

Table (f) value with significance level 0.01 = 6.1

training. Hence, the third hypothesis, i.e. training is inversely correlated to work stress, is accepted.

1.4. Fourth Hypothesis (H04): Work stress significantly affects the productivity of the worker.

This hypothesis was tested with simple regression analysis, and the data in table (2) indicate that the calculated value of (f) was (34.2), and this was greater than its tabular value (6.1) with a significance level (0.01) and a confidence level (99%). It can be noted from table (2) that the value of the coefficient of determination (R2) was (0.25) and that the significant value was



(0.00). These results prove the significant effect of the independent variable (work stress) on the dependent variable (the productivity of the worker). As a result, the fourth hypothesis, work stress significantly affects the productivity of the worker, is accepted.

1.5. Fifth Hypothesis (H05): Training significantly affects the productivity of the worker.

This hypothesis was tested with simple regression analysis, and the data in table (2) indicate that the calculated value of (f) was (41.2), and this was greater than its tabular value (6.1) with a significance level (0.01) and a confidence level (99%). It can be noted from table (2) that the value of the coefficient of determination (R<sup>2</sup>) was (0.28) and that the significant value was (0.00). These results prove the significant effect of the independent variable (training) on the dependent variable (the productivity of the worker). As a result, the fifth hypothesis, training significantly affects the productivity of the worker, is accepted.

## 2. Discussion of the results

The responses of the workers at factory indicated that supervision generates great psychological stress. So, the factory administration must reduce the stress of the workers because

tight supervision causes negative psychological stress, and thus negatively affects the productivity of workers.

The responses of the workers pointed to the absence of fairness in dealing with them at factory, which causes work stress that affect their productivity. They also said that the discriminatory treatment creates frustration and dissatisfaction, and this leads to leaving work.

The responses of the workers revealed that there is significant momentum and that that have extensive workloads which means placing heavy demands on them, thus creating work stress.,. So, workers at factory do a lot of work and are underpaid, and this is reflected on their productivity as it results in great work stress.

workers at factory said that there are no recreational places in the factory.

The results indicated that work stress negatively affects the productivity of the worker at factory, Therefore, the real causes that generate work stress must be determined, and there must be attempts to reduce work stress. In fact, the better the training programs are, the less severe the work stress experienced by the worker at factory becomes.

The results showed that training positively affects the worker, and that training, by its nature, involves developing training

programs that reduce the severity of work stress and prepare workers at factory to deal with work stress without any effect on their productivity. The better the training programs are, the less severe work stress becomes, and this will have a positive effect on the productivity of the factory workers.

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