

Exploring Stressors And Their Associated Effects On Workplace Stress In The Ministry Of Interior United Arab Emirates

Dr. Jameela Khalfan Almur Albusaeedi

Abstract

Stress is a psychological and physical mental disorder that occurs in situations of pressure, which requires available resources to meet organizational and individual demands. This research was about exploring stressors and their effects associated with workplace stress. A mixed method exploratory sequential approach and survey were used to describe Ministry of Interior (MOI) employees' workplace stress and its stressors that involved two phases: qualitative (phase I) used interviews and quantitative (phase II) used surveys to explore stressors and its effects associated with the workplace stress. This study aimed to explore stress prevalence and the stressors experienced by MOI employees. Qualitative and quantitative analysis is carried out on the collected data. The result of phase I indicated that if there were more frequent stress symptoms among the participants, this would contribute to decreased productivity. Phase II of the analysis relied on the multiple regression technique, Stress Management Conflict Resolution predicts that was statistically significant, which was shown as the R-squared, the overall regression model was significant, $F(3,296) = 0.14$, $P > .025$, $R^2 = .014$. Workplace stress, the multiple regression model was significant, $F(3,296) = 98$, $P > .403$, $R^2 = .98$. Absenteeism, $F(3,296) = .27$, $P > .80$, $R^2 = .84$. Workload and Responsibility - NIOSH's multiple regression model was significant, $F(3,296) = 85$, $P > .85$, $R^2 = .85$ on predicting job satisfaction. The confidence level in the finding was high since the P-value was less than the maximum acceptable value of 0.05. Therefore, the F-statistic was significant.

Keywords: Workplace stressors, stress, job satisfaction, productivity, stress management

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I. Introduction

The definition of stress is "a state of affairs that we experience when requirements (work or not) cannot be countered with our ability to resolve them" (Halkos & Bousinakis, 2010, p 415). However, when stress is related to work, it is referred to as job stress. The definition of job stress is "individuals' reactions to the characteristics of the work environment that appear endangering to them" (Kazmi, Amjad & Khan, 2008, p.136). Stressors or triggers of stress within the workplace include working conditions and individuals' incompatibility at the workplace (Halkos & Bousinakis, 2010).

According to researchers, "the creation of an environment of understanding and acceptance of such problems by the company is essential so that the employee thinks that it cares for him/her and that he/she is an integral component of the organization" (Halkos & Bousinakis, 2010, p. 428). In a given workplace, stress is every day among the employees, but affects each individual differently and at varying magnitudes. The reality "each person [employee] is and has different needs, expectations, values, history, attitudes and goals" (Re'em, 2011, p.4). The symptoms of workplace stress include higher incidences of deteriorating health, memory loss, deterioration in work performance, cribbing, arguing, irritability, over-reacting, absenteeism, escaping from work responsibilities, error-prone work, arriving late, anxiety, leaving early, higher accident rates, improper eating habits (over-eating or under-eating), excessive smoking and drinking, lack of sleep, and a wide array of similar conditions (Re'em, 2011).

Avoidance of these conditions makes the different responses partly contribute to stress among the employees and contribute to the multitude of negative issues arising from excessive stress in the workplace, including absenteeism, low morale, and reduced performance. According to researchers, stress in the workplace impacts performance: "reduced productivity, which includes mistakes; low-quality work; and absenteeism are signs of a stressed employee" (Halkos & Bousinakis, 2010, p.416). It became essential that organizations should understand the need to control or manage job stress as a significant factor.

Collectivist culture or self-belonging supports the industry supposition that job performance equals ability times motivation (Latham, 2007). Moreover, employee-working motivation is identified as personal fulfillment rather than money, and they are concerned about their career development opportunities (Harrell, Lim, Werber-Castaneda, & Golinelli, 2004). Human resource development is a significant concern for performance improvement as the causes influencing the human performance system output are behavioral and interpreted differently by every performer (Rundle-Gardiner & Carr, 2005).

According to O'Connor and Yballe (2007), Maslow's motivational theory of the hierarchy of needs addresses all aspects of day-to-day human life by considering the satisfaction of physiological needs, safety, belonging, self-esteem, and self-actualization. Maslow's hierarchies are consistent with employee motivations to work, such as family financial needs, job readiness, independence, and career development, which suggests that failure to cover those needs could reflect in employee poor performance and lack of work satisfaction (Harrell, Lim, Werber-Castaneda, & Golinelli, 2004).

Research conducted by Mimura & Griffiths (2003) on the impact of work-related stress noted that within any given organization, it is common for the management to establish programs of different kinds to minimize the effects of stressful conditions. Generally, the various programs specifically serve different purposes depending on the objective the management had while introducing them. They also noted earlier that in the modern day, competition for labor has increased among organizations. Furthermore, Nilufar, Zaini, David, and Syed (2009) revealed that organizations are developing different strategies to retain these employees and avoid turnover, because employee turnover has been seen to have a disastrous impact on the overall productivity of an organization.

Pooja and Renu (2006) asserted that in maintaining a competitive advantage in the market over other organizations, retention of employees has been among the critical issues in the modern-day organization. This is because retaining employees is valued for increasing their performance and productivity in general since they get used to the culture of the organization, whereas employee turnover creates unnecessary costs of training new employees. In addition, "Employee retention is a critical aspect for every company regarding the competitive advantage, and human resource is the most critical asset of today's modern world" (Anis, Rehman, Nasir and Safwan, 2011, p. 679).

Corresponding research conducted by Appel-Meulenbroek, Rianne; Kemperman, Astrid; Liebrechts, Marianne; Oldman, Tim, (2014) further asserted that the main interest among modern-day organizations is making sure that they establish better working environments for employees to overcome the challenge of reduced productivity posed by stress at work. Similarly, Shahu and Gole (2008) noted that employees in different organizations search for suitable working environments with minimal stress-related challenges. Therefore, employees are more prone to choose stress-free or low-stress environments because they also desire comfortable and stress-free workplaces. "Everyday routine for many people, the majority of the people desires to work in stress-free environments (Orly, Deborah & Pnina (2009, p 267)." This means that employees are continuously subjected to routine or less challenging work, and it is not anybody's desire to experience obstacles.

Solutions for the different types of stress are often also dependent on the individual since individuals have varying needs and respond differently to the same things, as previously indicated. Therefore, it is a challenge for any organization to handle stress effectively within the workplace because of the diversity of different indicators, such as the causes of the stress and the individuals involved. Nonetheless, finding the most effective way of handling stress is important for an organization since the intention is to find the most appropriate solution. In this case, it means that the task is basically to manage an organization to establish a long-term solution to work-related stress.

Major scholarly works have noted stress management programs as a long-term solution to work-related stress. The scholars argued that with the establishment of stress management programs, organizations can monitor work-related stress and handle it effectively. Being aware of the presence of stressors and their conditions and seeking therapy for additional backup enables the human to deal with the circumstances that have led to this condition through particular venues, and receiving information for viewing stress management allows for the provision of tools to defeat it (Boyd, 2008). However, the scholarly works do not effectively discuss how these programs affect employee productivity. Primarily, only general assumptions are developed, in this case, that effective stress management programs manage work-related stress and improve the performance of employees. However, further research is required to justify this assumption and advance a justifiable hypothesis related to the same issue.

Evidence from scholarly and managerial sources indicates that there are different ways by which organizations can counteract and lower job stress instances or enhance the management of their occurrences. For example, Halkos & Bousinakis (2010) generalize the approaches to counteracting stress by stating that job satisfaction is a stress-regulating factor. While a stressed person reaches wrong resolutions and destroys good relations with colleagues, a satisfied individual is an essential prerequisite for organizational performance and productivity (Halkos & Bousinakis, 2010). While numerous propositions have been expressed concerning enhancing employee and managerial productivity through stress reduction, stress intervention, and management initiatives, investigating the impact that such initiatives may have on employee productivity in the UAE in the MOI is yet to be researched.

There is limited research conducted in UAE about stress in the workplace and its stressors. The study explored MOI workers' perceptions of stress at the workplace and its impact. The quantitative was to explore the prevalence of stress and its stressors among MOI employees. This study aimed to develop the best stress

management strategies that increase employee satisfaction and organizational productivity (Halkos & Bousinakis, 2010). The study answered the following research questions:-

1. What is the prevalence of work stress among employees at the MOI?
2. What are the stressors on the employees and their effects associated with workplace stress in the MOI?
3. Is there a difference in the stress management approach of workers across demographic groups (based on race/ethnicity, gender, educational level, and years of experience in the organization)?

II. Methodology

A mixed method sequential approach and survey were used to describe MOI employees' workplace stress and its stressors. An exploratory sequential (mixed method) approach that involves two phases, qualitative (phase I) and quantitative (phase II). Phase II used a survey to explore stressors and their effects associated with workplace stress. This exploratory sequential mixed methods study aims to explore stress prevalence in the MOI employees by joining quantitative (phase I) and quantitative (phase II) data.

The study applied qualitative and quantitative approaches, an exploratory sequential design mixed methods design. Qualitative research design was used in the first phase, while quantitative design was used in the second phase. Creswell (2009, p. 8) defines mixed methods as "focusing on collecting, analyzing, and mixing both qualitative and quantitative data in a single study or series of studies." This study combined the two forms of research methods to explore issues related to stressors and their association with workplace stress by using multiple data.

The study was conducted in the Abu Dhabi Ministry of Interior, under the United Arab Emirates government. MOI covers the police under its umbrella, and this location has around 10 000 employees. The accessible population for the study included all employees working at the Abu Dhabi location during the study period. According to the literature review, a population of a study refers to a "complete set of individuals, events, objects that have common observable characteristics that the researcher is interested in analyzing" (Agyedu, Donkor and Obeng, 1999, p. 17). Therefore, the target population is the employees who work in the Ministry of Interior (MOI). The populations used in this study work in all seven emirate states because MOI is a federal government organization. However, the researcher targeted the MOI employees who were working only at the Abu Dhabi location.

The sample consisted of MOI employees who fulfilled the following inclusion and exclusion criteria. Since it is a study explicitly targeting Abu Dhabi, the sample population must be obtained from this region. Further, it is crucial to consider the workers' age in lieu of international labor standards. Employees under 18 years of age are generally regarded as minors, and their inclusion in the study could constitute an unethical act. The inclusion criteria included employees who worked at the MOI, located at the headquarters "In Abu Dhabi, willing to participate in the study, and aged 18- 57 years.

Sample size calculation was done using a pilot (qualitative n=15) study of employees with a confidence interval (CI) of 99% estimated sample size to study the stressors and their effects associated with workplace stress. The sample is n=300 for the qualitative. Non-probability sampling was used to select a sample population of 300 employees for both study phases. From the 300, 15 were chosen for phase one specifically. Only those with one or more years of work experience were selected for the study. Ten males and five females were selected.

Only primary data was collected from the respondents. A structured questionnaire comprising open-ended and open-ended interview were conducted to obtain data from the respondents. The questions included in the interviews for phase I focused on exploring stressors and their effects associated with workplace stress. Each of the 15 individuals was issued with an inquiry document to complete alongside participation in the interviews. The researcher conducted the in privately in the employees' work setting. The confidential interviews were audio-recorded and transcribed by the investigator. All interviews lasted 60 to 90 minutes. The consent form for agreeing to participate in the study was obtained, and the researcher kept the anonymity and confidentiality of the participants to maintain their privacy. A qualitative exploratory interview was undertaken to address the questions of the study. Within this section, an overview of qualitative research is first discussed. Then the researcher used the methodology of an exploratory sequential approach to pursue the rationale of employing a mixed method study.

The researcher interviewed all 15 participants using structured open-ended questions to allow the participants to express themselves extensively. The participants were informed of the structure of the interviews. The demographic section included gender, age, nationality, years of experience in the organization, education, length of time employed as a manager, job title, and number of employees that they manage. There was an interview guide with three (3) open-ended questions with three (3) prompts for each question that totaled 12 questions (Appendix C) addressed the employees' perceptions of stressors and their effects associated with workplace stress.

The interview guide questions used during each interview incorporated components of the retrospective interview strategy with cognitive inquiries that focus on non-routine stress situations to generate a cognitive task

analysis. The researcher obtained content validity of the three (3) questions created by this author prior to the initiation of this study. Consensus on the developed three (3) questions open-ended questions (three questions) was followed by nine (9) prompts.

Written survey questionnaires and interviews were conducted in the quantitative design of phase II. The quantitative instrument utilized in this study was a self-administered type questionnaire, a compilation of different standardized questionnaires available online. The employees were given one week to complete the survey, and were responsible for emailing the results back to the researcher once they had been completed. An analysis of the output from the questionnaires revealed the correlations between their responses on various types of stressors and their effects associated with workplace stress. This method of data collection aimed to gather a large amount of data with an effective and less time-consuming method (Onwuegbuzie and Leech, 2005; Weinstein, Brown, and Ryan, 2009).

This survey questionnaire was developed initially in 1998 by the American Institute of Stress (revised in 2011) and is pertinently aimed at gaining insightful information on the stressors and their effects associated with the workplace stress experienced in UAE. This survey consisted of 12 questions, which demanded answers in the 5-point Likert scale form. The detailed survey is attached in the appendix.

Written consent was obtained from the study participants. Permission was obtained from Grenoble Ecole De Management. The researcher ensured that the confidentiality of each respondent was maintained throughout the research study. No form of personal identification was incorporated into the data collection instrument. The researcher had no mechanism to identify individual respondents.

For the critical and pertinent purposes of drawing conclusions and meaningful connotations from the data gathered in the study, the results of the data analysis hold significant importance. In the scenario of the current research study dealing with the stressors and their effects associated with workplace stress in MOI, there were some different ways to analyze data for the study. Initially, the data gathered from the pilot study was analyzed through statistical data analytic techniques using statistical percentages from the multi-variance SPSS software program. In addition, the qualitative data obtained in the study were analyzed based on the constructs of Glaser (1998). These concepts are based upon the provisions, which are based on the theory-building concepts. This technique was utilized as it is based on the thematic analysis of concepts, which play a part in the analyses of various codes. These codes were representative of the significant variables under consideration, and the data analysis procedures analyzed them to obtain the themes emerging from the variables. The themes and recurring patterns deduced from the qualitative data were then developed to present the extracted information from the analyzed data.

As indicated in the study conducted by Creswell (2009), the data analysis technique in this study consisted of three main stages, notably the reduction of data, the thematic analysis of data through content analysis, and the drawing of valid conclusions, based on the obtained results. The data reduction phase consisted of simplifying, focusing, and obtaining both content and thematic value of the data by abstracting the responses and transforming them into brief and valuable information. It also involved capturing the relationship between ideas and variables of interest (Eisenhardt, 1989). As such, the data in the study is presented in a descriptive form, which was projected to enhance comparative and content analysis of data, facilitating the understanding of the subject matter. The conclusion phase entailed drawing relevant and valid conclusions from the analyzed data, which provided answers to the research questions and met the study's objectives.

III. Findings

Qualitative Results: Key Themes

Stress at Workplace

The participants expressed their views on the influence of workplace stress. It was repeated four times during the interview, with no proper delegation. At least four participants made some direct or indirect reference to power in their experiences and discussion of the workplace.

"I am experiencing at the workplace that there is no proper delegation", and then "I mean that there is no preplan schedule." "I am working according to the need of my supervisor, sometimes I am performing a task then my supervisor comes out of nowhere and requests from me to do another task. That's frustrating because at the end of the day I am not able to perform my work... The boss, the employees, the work. I wish if there is an equal work distribution, proper delegation, less interruption, and retaliation". "There is a language barrier between the boss and me. In addition, the employees speak a different language so that is stressful." Participant -3 "Unsatisfied with the salary package versus experience and qualification".

Participant said: "Am not policing military, am civilian there is a lot of difference when it comes to the salary scale". Participant said: "I feel my self-treated as a high school graduate with couple of years experienced with no consideration of the qualification and previous experience background". Participant said: "Yes, I am under pressure in working along with my team 24/7 in meeting deadlines, when I come and compare the level of work versus salary I get depressed and demotivated".

Asking what is stress at the workplace or asking participants to elaborate on the point about stress at the workplace and it is association of employee performances. Some of participants discussed an individual dynamic as part of their productivity that validates a need to explore the stress workplace. The impact of stress workplace was noted by most of participants.

Participant said: "there is relationship between stress and productivity was more stress less productivity". In addition, participant 3 said: "If I am sick with all of the fatigue symptoms due to stress it effects on my productivity". The participant 4 said: "Under a stressful situation, I tend to be less productive and efficient as I have less time to properly go through and review my materials"

Other participants made comments that they are performing the supervisor's day-to-day task, which contributes to delay their own tasks.

Participant said: "I received from my supervisor data entry task, which could be finished within a week instead it took me a month. My supervisor forgets that he was interrupting me daily to perform his day-to-day task", and then said: "I used to work in a facility where the supervisor comes to the office and talks about his personal life. At the time I was very busy and needed to finish my task so, I told him that I am busy and to please leave my office so that I could finish my work. The supervisor was very disappointed when he heard that and decided to transfer me to another department." From the responses of some of the participants on the stress at workplace that included the perception of stress increases or decreases productivity.

When asked "would you tell me have you been under stress?" recently stress at workplace, participant1 said:

Participant said: " My supervisor says that I am not finishing my work on time that really stresses me"

Organizational Culture: Stress Management

When asked "what are the norms within the organizational culture?" participants expressed their views and explained the role of organization and they expressed:

Participant said: "The norm of this organization, there are situations with personal and professional life are both mixed. The employee cannot refuse the supervisor's order where the retaliation is a common practice." Participant said: "The management is not taking this matter seriously by finding a proper solution in giving the rights to qualified civilians equally to policing ranking packages and solving the salary scale for civilians". Participant said "The given load to us as civilian and meeting the deadlines in shorter and faster by stressing ourselves working also from home in our private time". Participant said: "Due to this I started having body aches mentally not engaged in achieving the best of the work result outcomes

Participant said: "While working in stressful environment, I do my best but I can do much more effective work if there is no pressure on me and given enough time".

Participants shared their views of how organizational culture played a role on stress workplace management when asked questions "would you tell me a time when you were faced with a stressful situation?" they expressed

Participant said: "I used to work in a facility where the supervisor comes to the office and talks about his personal life. At the time I was very busy and needed to finish my task so, I told him that I am busy and to please leave my office so that I could finish my work. The supervisor was very disappointed when he heard that and decided to transfer me to another department."

In an interview of what one participant did about stress at work place and what is your initial reaction to this situation? A participant noted that:

Participant said: " I was very upset because I left my previews job and now I have to travel an hour drive to be at work. A. Participant said: " The boss and coworkers speak a different language so I don't know whether they're talking about me and that causes stress or briefing me about a new project." Participant said -"I received from my supervisor to Identify project outline. My supervisor expects me to finish the work by a week; however, due to lack of facilities I didn't meet the deadline." participant said: "My expectation was different, I was expecting that there will be an orientation, monitoring, and proper delegation."

And when was asked "would you describe how you fit into stressful culture?"

Participant said: " I am in a point that I do whatever the supervisor ask me to do"

Employees Performance and Productivity

When asked "How does stress affect your productivity?" the participants expressed:

Participant said: " I am in point that if I have to leave, which I cannot provide the family needs". And then asked "tell me more about what is the relationship between stress and productivity? 'A participant added "there is relationship between stress and productivity was more stress less productivity". And when asked to tell more about your productivity when you are facing with a stressful situation? And added Participant said: " for sure when I am in stress I perform less" when asked to tell me more about what, if anything, would you change about stress to increase productivity of employees if you could? They expressed:

Participant said: "I wish if I can choose to ignore the conflict, and can direct and clarify the issue, and challenge to reach a decision through common methods like negotiation or compromise. The question is how conflict has to be dealt with productively and with a plan, or else it's too easy to get dragged into the argument and generate an even larger mess".

Participant said: At the workplace, I feel lonely and left out because everyone speaks a different language, even though the UAE people are very friendly and welcoming and I had a hard time in making friends. Participant said: "I was shy and sad and wanted to change that so, I decided to approach them and to talk to them, they were friendly and very happy and I felt that am gaining friends". Participant said : " With talented employees and limited freedom will be no happiness of success sharing the ideas to benefit the organization" Participant said: " I am not getting the chance in implementing the idea" Participant said -2: "there is not flexible timing, I believe it will allow me to do the job better way and achieving good results" Participant said: "I am having difficulties in identifying the viewpoints of employees, which is causing conflict among the team "Participant said: "I wish if there is an equal work distribution, proper delegation, less interruption, and retaliation. Participant said: "If I am sick with all of the fatigue symptoms due to stress it effects on my productivity". In your opinion tell me more about your productivity when you are facing with a stressful situation? Participant said:" I am forcing myself to accomplish the task even though am sick, but again no guarantee it's free of mistakes" Participant said: " I will try my best to solve the core of the problem itself in whatever situation, and motivate my employees by providing them a healthy environment to achieve their best of the best outcome.

Quantitative Research Questions

Age of the respondents versus the percentage of participation

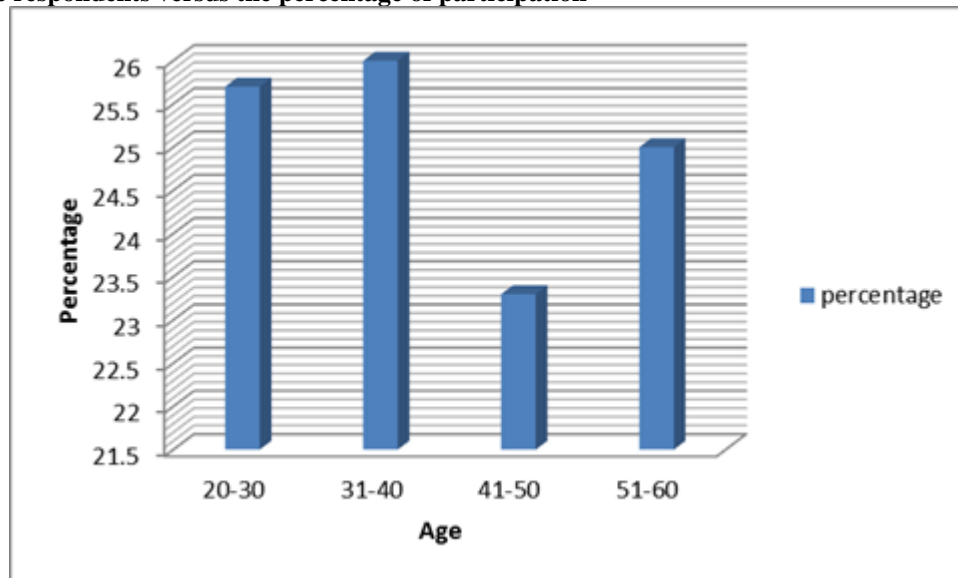


Figure 1: Age of the respondents versus the percentage of participation

Among the sample population included in the study as participants for the collection and gathering of the data, it was determined that there were two age groups of sample population to which the participants of the study chiefly belonged to these age groups were employees in the police department who were less than 30 years old (25%) and also, the one who were more than 50 years of age. Nevertheless, the age group to which majority of the sample population belonged to was importantly the age group wherein the employees were 30 to 40 years old (26%). Comparatively, 23% of the police employees in the police department of UAE were 40 to 50 years of age. The graphical and tabular presentation of the data is presented in the figure 1 above. Overall, age groups of the sample population included in the current study were more or less of the similar proportion pertaining to be in between 30 and 5 years of age and some below or above the age group of 30 and 50.

Therefore, from Figure 1 above, out of the 300 respondents, the majority aged 31-40 years with 26% representation. It is followed closely by the age group that is in between 20-30years at a rate of 25.7%. The age group that is between 41-50years comes next with a rate of 23.3%. Lastly, the age group that falls between 51-60 years takes 25%. It implies that most of the employees at the MOI are energetic because they are still relatively young.

The nationality of the respondents.

The study looked into the citizenship of the research participant. It is through nationality that the study will find out the ratio of the foreign employees to that of the national citizens. Also, the employees who come from other nations will help to evaluate if there is any kind of racism. It is through them that the study will find out the level of work discrimination or bullying basing on the nationality. Different people from different ethnicity and backgrounds have different perceptions and views about the organization culture. So, a small number of representatives from each nation leads to rich, accurate and reliable findings.

It is evident that the population of UAE is fundamentally comprised of the numerous immigrants who migrate to the United Arab Emirates. Hence, it was considered to be an essential factor that the demographic information of the participants included inquiry about their nationality. From the analysis of the demographic information provided by the participant, it is revealed that the majority of the participants of the study held the native nationality, which was UAE (76%), while 24% of the respondents included in the sample population belonged to various other nationalities. Thus, from the summary of the computation of the frequencies and percentages of the demographic information of the participants, it was importantly ascertained that the majority of the people who were selected as respondents to the survey questionnaire of the current study were UAE nationals, presenting the population to be studied.

The independent variable, nationality was separated into two categories, UAE and others. The dependent variables examined were stress, stress management, and productivity. The ANOVA was significant for stress and nationality.

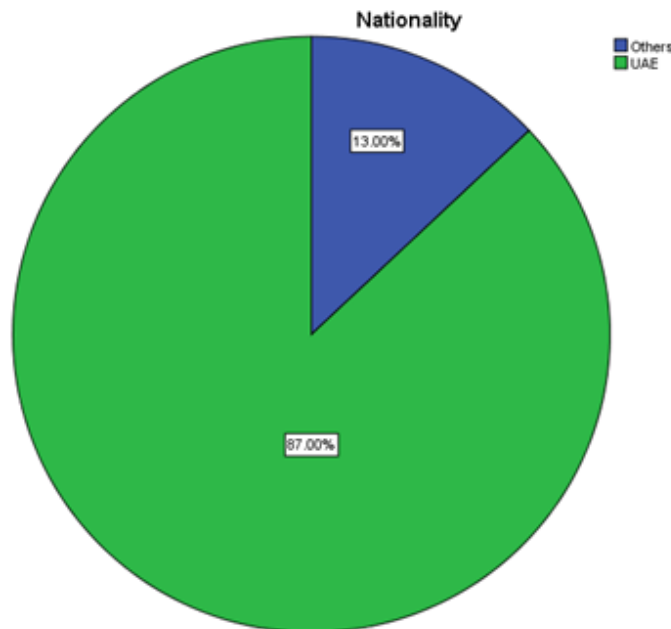


Figure 2: Nationality

Therefore, as shown in the pie chart above, the United Arab Emirates has the highest employees' representative of 87 percent. Other nations' employees provided 13 percent representatives in the case study. It is a clear indication that the citizens of the United Arab Emirates dominate the organization. In the light of this, the organization provides more opportunities to the people of its nation than to the people of other nation. It implies that there might be some discrimination basing on the individual's ethnicity and background. Maybe the foreigners are not treated as well as the other employees. As a result, they may feel unwanted and less useful leading to low productivity in the business.

Gender of the respondents

The study concerning the impacts of psychological stress upon the employees in the police department on their performances did not employ gender as a control variable in the study. There were no exact numbers of males or females recruited for the study purposes with special consideration in selecting the participants for the study data collection processes. The analysis of the demographic population in the study was analyzed to be comprising of both, the male and female workers in the police department of UAE. It was ascertained that predominantly, the sample population of the study which responded to the quantitative survey questionnaire. It comprised the male and female officers in the department.

The study found it necessary to include both genders in the investigation process. Both men and women were sampled to take part in this study. It is clear that the males dominate this organization. The bar graph below reveals the ratio of male to female who participated in the study.

Gender of respondents

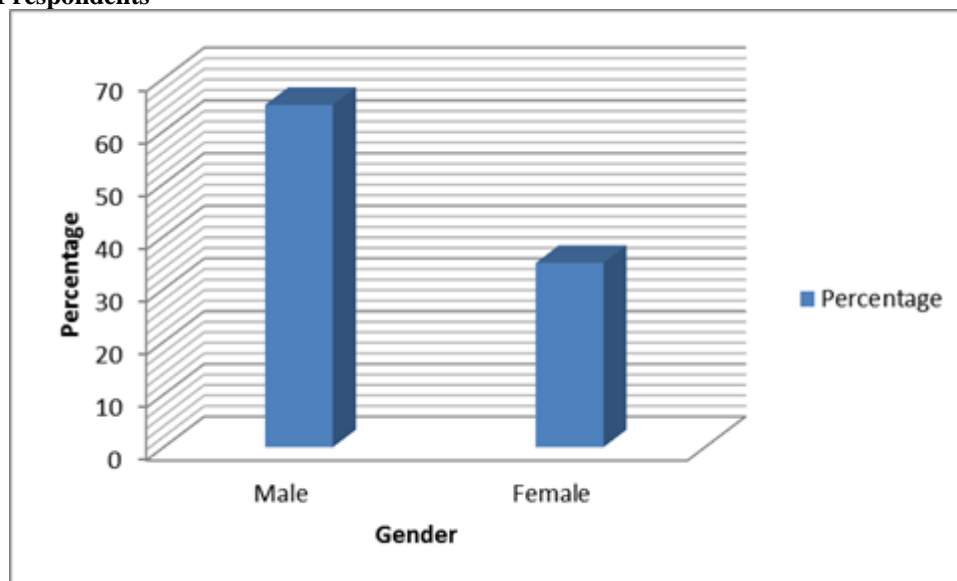


Figure 3: Gender of respondents

Figure 3 above shows that out of 300 respondents, 65% were male while 35% were female. The results indicate that there is a vast gender disparity in the workforce. It implies that men are given the first priorities and more opportunities as compared to women in the Ministry of Interior. As a result, the women develop low self-esteem feeling. They see themselves as less useful in the organization. So, they carry out their assigned activities with a lot of doubt leading to imperfection or low-quality work (Shallal, 2011).

Also, the fact that they are given the less opportunity to work in the senior positions, less factors are considered or addressed regarding women needs. The majority of decisions made are based on male views; in addition the men outnumber the men when coming to voting. Therefore many problems faced by women will remain. For example, they comply with the set working hours and condition even though does not favor them. They feel uncomfortable and ignored. Consequently, they pay less attention to the organization goals leading to less productivity.

Respondents year of experience

Another of the most important and pertinent aspect of the analysis of the demographic details of the participants, in the current study, was concerned with their extent of experience in the organization. Although, not included in the study as a controlled variable, this information was regarded as important for the analysis of the responses concerning the interpretations drawn from the responses and their testing for hypotheses. Among the population which was under study in the current research study comprising of 300 officers recruited and operating in the police department of the UAE, 37% indicated that they have experience of 10-15 years.

On the other hand, there were also respondents who belonged to the population segment having more than 15 years of experience (32%). Only a small segment of the sample population was the one who had less than 5 years of experience (5%). However, it was revealed that almost 26% of the employees who responded to the survey questionnaire were the ones who had experience of between 5-10 years. Deducing from the analysis of experiences of the sample population, it was ascertained that the respondents of this mixed method research were fundamentally the ones that had considerable experience; which was considered to be important aspect of the psychological stress experienced by employees.

It was also ascertained that, with most of employees having such considerable experience, the responses of the survey questionnaire must be more accurate and depictive of the original scenario faced by the employees. The graphical and tabular representation of the information about experiences of the sample population is provided in detail in figure 4.

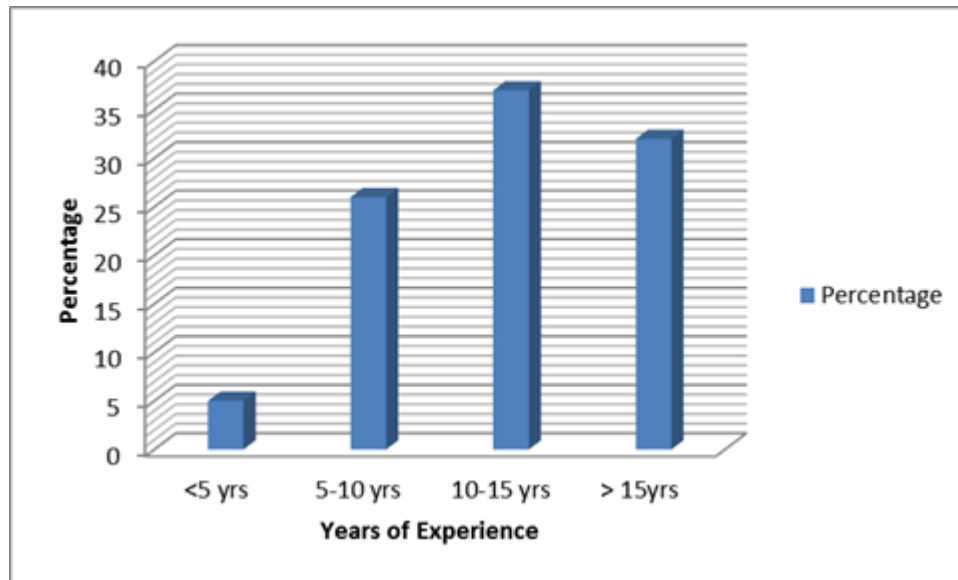


Figure 4: Respondents year of experience

Therefore, it is a clear indication that the employees who took part in the research had substantial knowledge of the organization. They are aware of the organizational culture and its primary vision, mission and goals. It also implies that they have a lot of knowledge about the hardships and the growth trends experienced by the organization. Therefore, the study assumption is true that the research respondents provided rich, accurate, and reliable information about the job stress. With all those years of experience, their perception and knowledge reflect the primary causes of job stress. Their narration reveals the actual impacts of stress on the individual and on productivity.

Academic qualification

Analysis of the results and demographic information of the participants also importantly included the analysis of the qualifications of the participants. It included the responses of those who participated in the survey questionnaire. The participants were enquired about their qualification levels and provide a range of options to select from. It was revealed from the extensive analysis and evaluation of the information that most of the respondents included in the study were highly qualified. 33 % of the sample population reported having completed higher education or equivalent qualification.

On the other hand, an equal percentage of the sample population (33%) indicated having their Bachelor's degree completed. A comparatively lesser percentage of the sample population (27%) specified qualification as a diploma. It was noted that most of the immigrants from the Asian countries completed their diplomas in varied fields of education and worked in the organizations abroad. Therefore, the population sample used in this study was highly educated. The minimum number of the research respondents who have not attended the bachelor degree proves it. 7% of the sampled population represents the employees who have a high school qualification. The graphical and tabular representation of the information about the qualification of the sample population is provided in figure 5 below.

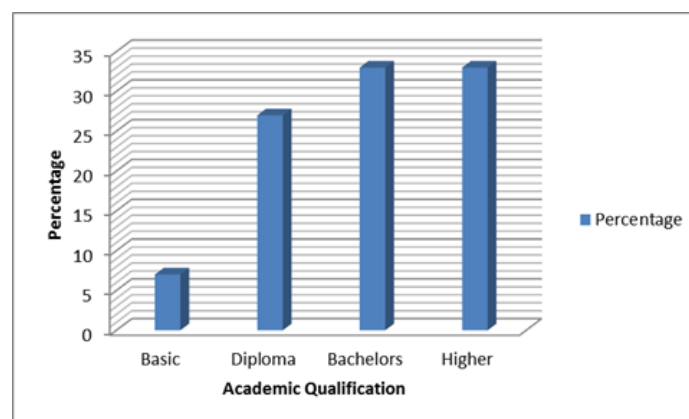


Figure 5: Academic Qualification of the respondents

In summary, out of the 300 respondents, 33 % reported having completed higher education or equivalent qualification. On the other hand, an equal percentage of the sampled population indicates completion of a bachelor degree. A comparatively lesser percentage of the sample population (27%) have diploma qualification. 7% of the sampled population have primary education.

Therefore, the sampled population seems to have much knowledge since they have attained the higher level of education. The largest population at least has the bachelor of degree in their respective field. It means that they have the capacity to do most of the work basing on their respective areas of study. They are flexible with regard to learning, adjusting and adapting to new ways of doing things and new technology. Therefore, job stress is primarily the fault of the organization and not, ordinarily due to the employees' inability. If the senior administrative do not manage the staff appropriately, they develop job stress.

Years in the current role:

Years in the current role are an aspect of the demographic information of the respondents of study that was also considered essential for conducting data analysis. It also aids in the interpretation of the information evaluated. It is done using the responses obtained from the survey questionnaire. The question was specifically added into demographic information so that it became obvious how many years they had worked for the police department of the UAE. It was revealed through the analysis that the number of years, participants in the study had served in their existing roles were between 15-25 years. As the inquiry of this aspect of the demographic information was in the open-ended form, it was analyzed through the average years employees had spent in their existing roles were 20-21 years. Among these respondents, having spent 20 years in their existing roles on average also included the ones having experiences of the police force in other police departments or security organizations.

Number of subordinates:

This aspect of the employees under consideration, number of subordinates, was immensely important and pertinent as the survey questionnaire was randomly administered to the 300 employees of the police department of UAE; indication of whether the employee had some subordinates working under him or her was of crucial importance. Although, this aspect of the sample population was not included and decided upon in the study as a control variable, it played an important role in elucidating the interpretation more as compared to if all the 300 employees would have been working under someone authoritative and had no people management role.

From the analysis of this aspect of demographic information, it was evaluated that the police department of UAE under the Ministry of Interior, is a hierarchical form of organization, having a number of levels of authorities and managerial responsibilities divided among the employees. The sample population was depictive of the fact that almost all of them were, in one way or the other, working under some authoritative command while at the same time, having a group of people under them who also report to them for their performance. Almost 55% of the respondents asserted having 11-20 subordinates working under them; while, on the other hand, 45% of the sample population affirmed having 4-10 people working under them.

It was thus, observed that in the sample population chosen from the UAE police department, a hierarchal form of management exists in which almost all the people had someone to hold them accountable for their performance. This was also related to the characteristic of the police force and their jobs that such jobs place extremely great requirements to take responsibility for their workers and require an even increased responsibility in return. Thus, the sample population responding to the quantitative survey administered on them indicated that they had a number of people working under them.

Hypotheses Testing

Hypotheses in this study were tested and analyzed, and the figure below gives the hypothesis test summary. The current mixed research method imperatively utilizes the regression model. It obtains the results though checking the impacts of one variable over the other. On the other hand, the study uses correlations to assert the relationships between various variables. The regression model equation model employed in the study is outlined as follows:

$$DV = b_0 + IV + e$$

Where, DV is the dependent variable being assessed in the regression model while b_0 is the constant value and e is the standard error estimate.

The first Hypothesis findings

The impacts of stress on the productivity are tested. The stressors in this assumption were regarded as job workload, and working condition. The job performances of the employees were tested through their scores on absenteeism rates and job satisfaction.

Impact of Workload (stressors) on absenteeism

The statistical details of the regression model are provided in the tables outlaid in the appendix section.

In the output presented in Table, R-squared and adjusted R-squared are greater than 70%. It implies the rate of employees' absenteeism is at 70%. It shows that the chief test statistic is the F-value, which is checking the stress impacts. It is presented that the F-statistic for this regression analysis is 7771.1 with a p-value of 0.00. The p-value obtained in this study is less than 0.05. It is the maximum acceptable value for the confidence interval in the study result. It depicts that the overall model of regression for gauging the impact of workload on absenteeism is significant.

The value of the workload, as presented is 0.858. It depicts that an increase in the workload or responsibility increases the rates of absenteeism of the employees. Also, the t-statistic for workload and accountability is 27.769 with the p-value of 0.01. It is less than 0.05. So, the effect of workload or work responsibility on the rates of absenteeism is significant.

Impact of Workload on Job Dissatisfaction

The statistical details of the regression model are provided in the table as laid out in the appendix section. In the output presented, the R-squared and adjusted R-squared are greater than 60%. The statistical value signifies that the workload can be ascertained to explain at least 60% of employees' satisfaction. It is also presented that the F-statistic for this regression analysis is 565.5 with a p-value of 0.05. The p-value obtained in this study is less than 0.05, which is the maximum acceptable value for the confidence interval. It depicts that the overall model of regression for gauging the workload impacts of the employees' satisfaction is significant. The value of the workload is -.782. It depicts that the workload and satisfaction rates are indirectly related to each other. Also, the t-statistic for workload and responsibility is -23.781 with the p-value of 0.05 which is less than 0.05. It shows that the workload effect or work responsibility on the satisfaction levels is significant.

Therefore, hypothesis one holds some ground. It is clear that the employees' stress in the ministry of Interior (MOI) has advanced impacts on the business productivity. The highly stressed employees are likely to do an imperfect job; they miss some working days with petty excuses, and make errors in their respective areas. Employees are likely to feel less valuable and contribute less towards achieving the desired goals. As a result, the job performance is lowered, there is likely to be an effect on co-ordination of business components, productivity is reduced and the organization is less effective and profitable. There are other potential risks such as to the organization reputation through customer experience and a longer term impact on recruitment and retention of employees.

The second hypothesis findings

The second hypothesis tends to confirm or disconfirm that the Ministry of Interior employees stress is linked with their race. That is, whether the discrimination rate is based on the employee's background and the ethnicity. The statistical method utilized in the study was the Pearson correlation method. This method provided statistical values for assessing and evaluating the levels of stress among people from different ethnicities. It also identifies the job satisfaction of the employees from different nations.

From the data analysis, it is interpreted that the levels of stress among employees from different ethnicity is different. Their job satisfactions are negatively correlated, as their correlational coefficient is -0.869. The negative value of the Pearson correlation signifies the direction of the association between stress and satisfaction levels; while p-value denoted the significance of the association. The p-value of this correlation is 0.00, which is less than 0.05 that is the maximum standard for the p-value depicting 95% confidence interval. Thus, considering the value of Pearson correlation, its negative direction and the p-value statistics for this correlation, it was deduced that the higher levels of stress among employees are related to the decreased job satisfaction rates (or higher dissatisfaction). Therefore, an employee experiencing high stress would be dissatisfied with the job.

Association between satisfaction and the ways in which stress is managed

Another part of the second hypothesis of the study was set out to test the association between employees' job satisfaction levels and stress management strategies. The statistical method utilized in the study was the Pearson correlation method. This method provided statistical values for assessing and evaluating the satisfaction levels in employees. From the analysis of this statistical method of data collection, it is interpreted that satisfaction levels in employees and the ways in which they impact the stress management strategies or methods utilized in the organizational context are negatively correlated, as their correlational coefficient is -.805. The negative value of the Pearson correlation signifies the direction of association between satisfaction levels in employees and the ways in which they impact the stress management strategies or methods utilized in the organizational context; while p-value denoted the significance of the association. The p-value of this correlation is 0.00, which is less than 0.05 that is the maximum standard for the p-value depicting 95% confidence interval.

Therefore, considering the value of Pearson correlation, its negative direction and the p-value statistics for this correlation, it was deduced that the satisfaction levels of employees and the ways in which they impact the stress management strategies or methods utilized in the organizational context are significantly related but in negative ways, implying that lower satisfaction among the employees would not be associated with higher stress management practices.

The third hypothesis findings

The third hypothesis is tested to confirm or refute its facts. It states that there is a relationship between the employees stress and the employee productivity in Ministry of Interior

The relationship between stress and job satisfaction

The Pearson correlation method is applied to the statistical data obtained in the study. It is an approach that enables to assess the level of stress among employees (Argyrous, 2014). The assessment helps to determine the job satisfaction level of the staff working in the MOI.

The statistical data analysis indicates that there is a negative relationship between the employees' level of stress and the job satisfaction. The correlation coefficient of -0.869 is a clear indication of this fact. The negative value depicts that the high level of employees stress leads to low level of the employees' job satisfaction. In addition, the low level of the employees stress leads to high level of job satisfaction resulting in high productivity.

The p-value that denotes the significance of the association is 0.00. The value is less than 0.05, which is a maximum standard that depict 95% confidence interval. Therefore, an employee experiencing a high level of stress feels dissatisfied with the job. They put less effort to achieve the desirable outcomes. As a result, the production goes down and at the same time, the profit margin of the company decreases too.

The relationship between the job satisfaction and the stress management ways

The study relies on the Pearson correlation technique to identify the relationship between the job satisfaction and the stress management in the MOI (Argyrous, 2014). The data analysis shows that there is a positive correlation between the stress management and the job satisfaction. The correlation coefficient of 0.805 indicates that there is a positive change. Once the stress is reduced among the staff, they are likely to feel more satisfied in their respective line of activities. Therefore, an effective stress management strategy leads to employee's motivation and a high level of job satisfactions.

The fourth hypothesis findings

The fourth hypothesis that states that there is a correlation between the MOI employees' turnover and the business pressure is tested. It is through data analysis that the truth will be known about this hypothesis. The test investigates the level of workload that puts excessive pressure on the employees to an extent that they leave the job. In the light of this analysis, the study tends to find out if there is a direct or indirect relationship between the excessive workload and employee turnover.

The analysis of this hypothesis is done in two parts. The first part investigates the impact of workload that is likely to cause the employees stress. It is a hypothesis analysis that will rely on the regression data analysis technique (Argyrous, 2014). The second part focuses on the relationship between the job pressure and the copying condition. The correlation coefficients data analysis technique applies.

The impact of workload on employees' performance.

The analysis relies on the regression technique. The output shows that the R-squared is greater than 65%. It implies that the workload ascertains that there is at least 65% stress level among the employees.

The F-statistic reads as 603.430 with a P-value of 0.00. The level of the confidence about the finding is high since the P-value is less than the maximum acceptable value of 0.05. So the F-statistic is significant. In the light of this, the method applied to gauge the impact of workload on the employees' productivity is significant.

The analyzed data shows that the workload value is 0.843. It is a clear indication that the increases in workload increase the employee stress. Too much work put much pressure on the staff that leads to confusion and finally to the job stress. The workload T-statistic and responsibility is 24.565. It has a P-value of 0.00 which is less than 0.05. So, the relationship that exists between the level of workload and the employees stress is significant.

The relationship between the stress and the coping strategy.

The Pearson correlation techniques are applied to identify the relationship that is between the stress and the coping strategies that increase or decrease the employees' turnover. From the data analysis, it is clear that the effective coping techniques are positively correlated with the level of stress. The correlation coefficient is 0.818 that signifies the direction of the association. Therefore, the employees reduce the job stress if there are effective

and efficient strategies that help the employees to cope with the increased workload. As a result, the employee turnover reduces. On the other hand, the employee turnover increases due to poor coping strategies in the organization. It leads to low productivity since most of the experienced and competent staff resigns. It takes time, many resources, and extreme errors to train new employees reach the previously employed staffs' standard. Therefore, the fourth hypothesis fact is confirmed to be true.

The Fifth test of the hypothesis findings

The Pearson correlation technique is applied to test the fifth hypothesis. The fifth hypothesis stated that the effective stress management can improve the business productivity. This fact is confirmed to hold some truth. The correlation coefficient value is positive meaning the stress management strategy is positively correlated with the business productivity. It is clear that the effective stress management reduced the level of stress among the employees. They gain the ability to do various activities with minimum supervision.

Therefore, effective and efficient stress management goes hand in hand with the business productivity. The diverse workforce feels inspired and motivated if they are trained on how to carry out their respective activities using the new technology. The appropriate assignment of duties and responsibilities reduce the excessive workload that put harmful pressure on the employees. As a result, each gains ability to control the job pressure that leads to stress. Consequently, the employees give their best to ensure the desirable outcomes are achieved thus increasing the business productivity.

The summary of the hypothesis testing

In the beginning, the study carried out the investigations to confirm or disconfirm the developed hypothesis. It has concluded that some of the hypotheses tested are significant, and some are not significant. The hypothesis is stated to be significant if its value is 0.5 and above. The significance of the hypothesis is rejected if it falls below 0.1 for example 0.044. The table below shows the summary of the five hypothesis results. The first, second, third and fifth hypothesis tested are significant and thus retain the null hypothesis. The fourth hypothesis

Therefore, job stress has negative impacts on business productivity. It lowers the employees' morale and capacity to deliver a quality job. So, it makes the first hypothesis significant and is confirmed to be true. The third hypothesis is also confirmed. It is significant, so it retains the null hypothesis. Therefore, the job stress reduces the employees' satisfaction. It makes them uncomfortable to an extent they resign. The fourth hypothesis rejects the null hypothesis. It means that an effective stress management in the organization increases the level of employees' job satisfaction. The fifth hypothesis retains the null hypothesis. The appropriate distribution of the workload reduces the employees stress and at the same time increases the level of the job satisfaction. In addition, the unequal distribution of the workload and the responsibilities overload some of the employees leading to stress and job dissatisfaction. The figure below shows the summarized results of the tested hypothesis in this study.

IV. Discussion, Conclusion And Recommendations

Stress in the Workplace

A mean value of 2.23 and standard deviation of 1.2 on the stress scale reflected greater responses about the higher levels of stress. The police officers of the United Arab Emirates (UAE) experience great levels of stress in the workplace that lowered their productivity. In addition, it was evident that on the scale of 1-5 the value of 1 significantly denoted active agreement to the statement in the stress questionnaire. The value of 2 meant the average value of 2.23 that indicated the police officers in the UAE police department have significantly higher stress levels. The value of standard deviation represented that most of the responses of the participants were found to be agreeing with the statements of the presence of stress among employees. Thus, it was interpreted that the police officers employed in the UAE police department suffered from stress at their jobs (Spector, 1997). In alignment with the findings of this study that in addition to steps taken to help employees to deal with stress, it is ascertained that the MOI could benefit from ensuring that each role does not entail too many different duties for the employees to be able to handle without becoming overly stressed. Literature has also been explored in these contexts and was found to be supportive of this notion, as does the researcher's own experience at the MOI. Some roles involved a vast range of different activities, which arguably over-stretch the capabilities of the people who have been assigned them. The Transactional Model of Stress (Lazarus & Folkman, 1984) and Robert's (2002) research both support the notion that ensuring that workers do not have too wide a range of responsibilities can help to minimize the degree of stress that they suffer from.

The level of absenteeism in according to the findings indicates that it was higher in the UAE. The mean value of 2.48 clearly reflected and signified that the rates of absenteeism among the employees in the UAE police department were considerably and significantly high. Responses to the statements in the survey questionnaire regarding absenteeism were found to be notably inclined towards the trend or pattern to the employees. The findings reflected on the absenteeism importantly reflected in the higher rates of absenteeism among the employees. The high rates of absenteeism among the employees in the targeted organization were also importantly

related to the higher levels of stress found in the employees. The relationship between absenteeism and reduced productivity in an organization were also supported by other researchers (Anderzén, & Arnetz, 2005).

In the scale of job satisfaction, the inclination of the responses received on the survey questionnaire was found to be eminently represented that employees are not satisfied with their jobs. UAE police department significantly indicated that individuals were not significantly satisfied in their workplace (Spector, 1997). Poor job satisfaction was reflected by the mean value of 4.11, which was incorporated in the survey questionnaire. The responses that were provided by people indicated that a statement of disagreement to the problem. The statements and proclamations included in the scale were regarded as being related to satisfaction of the employees. The higher mean value of 4.11 reflected that most of the participants as respondents disagreed with the statement; thus, indicating lower levels of satisfaction. A minimal value of corresponding standard deviation on the satisfaction scale also reported that responses of the people were mainly focused upon disagreeing with the statements of appreciation. Job satisfaction is mostly related to higher levels of stress among the employees (Spector, 1997). It ascertained that there is a relationship that exists between job satisfaction and the levels of production in the UAE police department. Other findings that have been uncovered throughout the course of the study in relation to the results obtained indicate that the emphasis on training has important and pertinent association with the levels of stress, absenteeism, and satisfaction. Therefore, researchers assert that training could be utilized in order to ensure that the levels of stress are kept as low as possible within the MOI. Kyoung-Ok's (2002) theory supports this notion and it is logical to assume that the better-equipped people are to carry out the responsibilities that are associated with their positions, the less chance there is that they will become so stressed that it is difficult for them to carry out their roles. Kyoung-Ok's theory also indicates that it is wise to implement a rigid hiring policy that is aimed at weeding out employees who do not have the required degree of expertise that is necessary in order for them to adequately do the work that they have been hired to do (2002). Therefore, it is clear that effective recruiting and training procedures are importantly associated with the reduced stress levels.

Numerous different pieces of literature that were examined indicated that careful monitoring of the workloads is also related to the reduction of stress (Lambert, Hogan and Griffin, 2007). It is importantly ascertained that people mostly face stressors and their related strain on their mind and situations because of the dilemma of managing their personal and professional lives (Greco, Laschinger & Wong, 2006). When employees are less laden with the amounts of work they are assigned, they clearly depicted to have considerably significant probabilities of having their personal or professional lives balanced with due effectiveness and efficiency. This balance in employees' life is predominantly a major precursor of higher rates of satisfaction. The analysis of the workload and accountability level among the sampled population revealed a mean value of 2.32. The mean value significantly depicted that the employees who participated in the study had the noteworthy workload. They had a lot of work that are beyond their ability and they are held responsible for the outcome. It was interpreted to be reflective of the fact that none of the participants in large number reflected having lower amounts of workload. It was thus deduced that the increased workload, higher levels of stress and absenteeism, all combined to lower the satisfaction of the employees in UAE police department. These variables are all found to be related with each, having an interdependent impact on each other. Numerous different pieces of literature that were examined indicated that careful monitoring of the workloads is also related to the reduction of stress (Lambert, Hogan and Griffin, 2007). It is importantly ascertained that people mostly face stressors and their related strain on their mind and situations because of the dilemma of managing their personal and professional lives (Greco, Laschinger & Wong, 2006). When employees are less laden with the amounts of work they are assigned, they clearly depicted to have considerably significant probabilities of having their personal or professional lives balanced with due effectiveness and efficiency. This balance in employees' life is predominantly a major precursor of higher rates of satisfaction.

The data analysis has suggested that the UAE police department, have worked under high pressure for an extended period. The working pressures that they work on have significantly contributed to low productivity in the workplace. Work pressure is greatly related to the level of productivity in an organization since it depends on the interest of the employees in achieving their objectives. Increased working pressure will, therefore, alter with their morale and eventually resulting in poor performance in the organization. Organization culture and structure impacts a positive effect in the productivity in an organization. The findings obtained in the research indicated that the organization structure and culture of the UAE police department was poorly organized. It is clear that the poor organization of culture and structure of the organization results in numerous problems. Poor organization culture and structure includes: high-stress levels, absenteeism, increases working pressure, reduced job satisfaction and increased workload and worked responsibilities. Therefore, from the findings, it is significant to consider the way employees in an organization relate to each. A good relationship with the UAE police department will take a meaningful role in enhancing high productivity. The high productivity is obtained through reduced stress levels in the organization. Employees' health status contributes significantly to the levels of productivity in an organization. Good health status enables the employees to perform their work with a lot of interests compared to when they unwell. Also, when an employee is working under poor sanitary conditions, the

chance of making mistakes will be very high. It results in reduced output production in the organization that eventually results in low productivity. Therefore, it is more advantageous to consider the health status of employees since it contributes substantially to the levels of production within an organization.

In an organization, there is the existence of a relationship between stress, stress management, and the productivity. Stress in an organization impacts both positive and adverse effects. To be able to deal with the stress, it implies that stress will instill a lot of motivation to the employees. Through the motivation that employees acquire in an organization, they are to increase the level of productivity in an organization. In addition, they find it easy to obtain the proper solutions that can help them in dealing with stress. Moreover, most researchers have indicated that stress has a negative impact on productivity. The statement is very true in the circumstances where it is not adequately dealt. High levels of stress in an organization draw away the employees' attention resulting in lower productivity. Additionally, it is paramount to manage stress at the time it is experienced before it impacts a negative influence on the employees' performance. Consequently, the productivity in the workplace is significantly determined by the stress and stress management.

Stress in the UAE Ministry of Interior (MOI), have significantly reduced the levels of production. It is indicated in the UAE police department where they work under very stressful conditions. Stress has impacted a lot of implications for the organization that needs to deal with appropriately to ensure all the activities in the organization run smoothly. High levels in the UAE Ministry of Interior have led into increased rate of absenteeism among the employees. Therefore, it is important to comprehend the best ways of managing stress within the organization. Good management of stress leads to avoiding disastrous activities in an organization. All of the findings from the primary research are in line with the existing research on the topic of the best ways to minimize stress in the workplace. No anomalies or extenuating circumstances are present, which indicates that the result of the surveys and my own personal experience corroborates the writings within the pre-established literature about this area. That means that there is a strong likelihood that the findings can be applied to real-life scenarios and that it is unlikely that they are purely theoretical in their nature. It supports the notion that they can be utilized in order to formulate practical recommendations for stress reduction within the MOI.

To successfully manage stress a lot of techniques and approaches need to be considered to make it effective and efficient. The approaches to be used need to have a positive influence in the workplace that will ensure the sustainability of the organization. In this chapter, various discussions have been made on the different approaches that are used in the management of stress. The stress management programs to introduce the need to have a positive influence on enhancing high productivity in an organization. The programs to be installed in the employees have to improve their interest in the workplace by improving their working conditions. The programs offered to them also have to ensure that they understand the importance of having unity in the workplace. Unity in the workplace need to be adhered to since there is the existence of diversity where individuals come from different backgrounds (Wyatt, 1996). The stress management programs also need to provide the importance of a stress-free working environment. As a result, this will trigger off the thinking capability of the employees to maintaining a standard working environment. The programs also provided gives the possible means that individuals have to adapt that will enable them to handle high levels of stress in their workplace. In the UAE police department, better ways of dealing with stress need to be provided to the employees that will help them in dealing with the higher levels of stress. In addition, through stress management programs, adverse health effects due to stress among the employees will be significantly reduced. Moreover, the stress management programs reduce the tardiness and absenteeism with a significant figure. Additionally, increases employee commitment at work, their job satisfaction and performance, and employee efficiency and productivity. The program gives a positive thinking towards individual work those results in high productivity.

In a work environment, individuals with significant comparisons come together in a work environment. It implies that there will be substantial differences in the attitudes and interest in the work environment. Therefore, the managerial systems of a given organizations need to get the strategy that will ensure the levels of stress in the workplaces are well managed. If the stress levels in the organizations are not maintained at the early stages, they impact adverse results on the employees and the productivity of the organization (Sparks & Cooper, 1999). Moreover, the employees at any given organization ought to understand the difference that exists between them. The understanding of their difference will ensure that they consider what is effective and efficient to be done in enhancing good organization performance. In the Ministry of Interior in the UAE, stress levels among employees in the police department are very high since they do not consider each other attitude and interests.

In an organization, there are very employees who perform a different task. It indicates that in various departments in the organization have its workers. To make it effective and efficient in dealing with stress in the workplace, each person has to be assigned his or her duties and responsibilities. The division of functions and responsibilities gives each employee equal chances of identifying the cause of stress in the organization. However, it provides the employees in the workplace of with a sense of making a wise decision and also problem-solving. Therefore, the workers need to make their wise decision where the need arises to enhance the betterment of productivity (Sparks & Cooper, 1999). Through the division of duties and responsibilities in the workplace, the

performance of the organization is well managed. It is through the distribution of functions that the rate of absenteeism among individuals in society is reduced. Also, the effects of increased workload and work responsibility are considered because each task is done at the right time. However, through the division of responsibilities and duties, the health status of employees is greatly monitored by the organization managerial system. As a result, the performance of the organization will increase that will lead to high productivity. The stress levels among the employees will also well manage to give room to improve the efficiency in the workplace thus high productivity.

Implications: Stress Management in Public Service (UAE)

From the extensive amount of consideration placed on the various aspects of stress among employees, its impacts or influence on the organizational behavior or performance of the employees, it is evidently held important for the Public Service Sector of the UAE that they should pay attention to a number of aspects of managing human resource. It is noted that attention should be paid to put measures in place in the United Arab Emirates public service sector in order to minimize the amount of stress that employees incur in the first place.

Employees in the current working scenario of UAE are considerably the ones who are migrants from a large number of various nations. For the workers in the UAE, earning their jobs one of the most important factor is the separation they might be bearing from the family and close people. Although, there is a huge segment of the population which has shifted their whole families to the UAE; however, there still are large numbers of workers who face separation from their families and bear the distances. Therefore, one implication which is importantly deduced for the public sector of UAE is concerned with the ease of contacts or long vacations or relaxation time. The immigrant workers in the UAE organizations might effectively set out to spend their vacations with their families in the native countries, which is one of the major advantages employees might be expecting their organizations to provide fulfilling which the organizations might effectively uplift some of the stress from the environment.

Moreover, it is also implied for the organizations operating in the region of UAE that the satisfaction of the employees should importantly be assessed and monitored. It was deduced from the study that the employees suffer from low rates of satisfaction concerning their jobs in various aspects of organizational levels. As such, there are a number of aspects of satisfaction of the employees which are related importantly to the management, colleagues or the job descriptions the employees have assigned to them. Hence, what is important for the public sector organizations of the UAE is that periodic assessments and evaluations are conducted for appraising levels of satisfaction of the employees. Along with the periodic assessments and evaluations, the management of the organizations would importantly be able to keep a pertinent check on the factors or aspects due to which satisfaction levels of the employees go down. In this currently changing and dynamic nature of the modern times, it is essentially important that the organizations keep up with their employees and their satisfaction levels.

As the study also concluded that job stress and satisfaction levels of the employees are integrally tied with the impacts on trends or patterns of absenteeism among the employees, there is another which is drawn from this aspect of the study findings. The organizations are having to do influentially well for the wellbeing and betterment of their employees; have significantly important implications which can be drawn from findings of the current study. The police department of the UAE should not be incensed with the lower levels of their employees' satisfaction levels. Rather, the organizations working under the Ministry of Interior of the UAE should importantly be considerate towards the factors or which cause dissatisfaction of the employees. There are wide ranges of causes have their contributions in increasing or decreasing the satisfaction levels of the employees, one of which concerns deeply and effectively with the correspondence between management and the employees. Thus, organizational communication is implied as the major source of satisfaction of the employees, which should importantly be considered by the management of the public service organizations operating in the United Arab Emirates.

For the important and pertinent aspects of occupational stress studied in the current mixed method study, there are numerous implications drawn through which the organizations operating in the public sector of the UAE can make important changes in their management for the introduction of imperative strategies of stress alleviation. For the sake of reducing stress among the employees working in the public sector of UAE, it is essentially implied that the organizations move towards a more integrated approach to reducing stress. It is inherently linked with successful implementation and practice of the stress reducing techniques that these entail participation from the employees, as well as, the managers. Hence, the organizations working towards the employment of the stress alleviating techniques or procedures should put into consideration that their participation in planning such procedures is as important as the employees' contribution.

Another important implication for the public sector organizations of UAE is deduced from the conclusions of the study which pertinently relate to the workload and job responsibilities placed on the employees. The amount of work that employees are given should be carefully managed, there should not be too wide a range of responsibilities associated with each role, there should be effective training programs in place and recruiting

should be done in a manner that cherry-picks the individuals who are best suited to the specified role. Steps should be taken to enhance the work environment, enhance equality and improve the ease with which delegation can take place. A degree of flexibility should also be given with regards to working hours. Public service organizations within the United Arab Emirates would also benefit from providing counseling or outsourced stress reduction initiatives, as there is bound to be a certain level of stress present even if all of the relevant steps for stress reduction are taken.

Future Areas of Research: Recommendations and Suggestions

In case of any scientific study or research, it is provident that the research opens new doors of research avenues for study and scholarly investigation. Thus, this study also pertinently indicated a number of other avenues of research that can be explored to shed further light on the issue of stress reduction. Interviews could be conducted with employees at a range of different organizations within the United Arab Emirates in order to ascertain the differences that exist with regards to employee stressors in different sectors. This would enable comparisons to be made in this area and expand the base of knowledge that exists about this issue.

The research could also be carried out in order to see the optimum degree of flexibility that employees should be given with regards to their working hours in order to maximize productivity. The results of this study indicate that allowing workers a certain amount of flexibility reduces stress and improves the way in which they work. However, there is a chance that too much flexibility will impact upon their performances. Therefore, a study to determine the correct balance would be extremely useful.

In addition to these points, an experiment could be to find out which is capable of producing the largest levels of stress reduction at the MOI: on-site counseling or outsourced stress reduction initiatives. This would provide an indication of which of these methods for keeping stress levels at minimums most effective, informing what the company spends its money on. It could uncover information that is useful for maximizing the proficiency of the company by ensuring that the loss of productivity caused by stress is kept as low as possible.

Another worthwhile avenue of research would be the development of a metrics system for scoring factors likely to result in stressed employees. This would facilitate the management of stressors within the workplace and help the MOI to manage the level of stress that its workers were placed under. It would help it to put measures in place to make sure that the degree of stress that the people who are employed at the organization does not exceed a productive level.

Also, more research could be conducted into best practices regarding gender equality initiatives. Given the fact that ensuring that the two genders are given equal status within an organization can result in a reduction in stress which in turn reduces absenteeism and increases productiveness, it stands to reason that this area should be further investigated in order to arrive at the optimum means of making sure that there is no discrimination in the workplace. This would guarantee that ill feeling stemming from men being treated better than women or vice versa did not upset the harmony of organizations and result in the employees suffering from excessive degrees of stress.

A study could be carried out in order to determine the extent to which the needs of women with children should be accommodated. It has been established that accommodating these needs is a potential method for minimizing the levels of stress that exist within the workplace. However it is also likely that the productivity of the organizations will suffer if women are given too much time away from work in order to tend to the needs of their offspring, it is debated by a number of researchers and scholarly analyses. This suggests that research needs to be conducted to ascertain the optimum balance between giving them time in which to care for their children and ensuring that they put in a suitable amount of hours within their places of work. This would facilitate an increase in productivity.

The fact that the MOI's focus on welfare is a positive measure with regards to keeping the degree to which its employees suffer from stress indicates that further research could be carried out in order to find out how more improvements could be made to welfare provision within the company. Also, just because the organization focuses on welfare, it does not mean that they do so in an effective manner. A metrics system could be developed to measure the level of success that the MOI has achieved in this area and lays the foundation for improvements to be made.

The notion that hiring policies can have such a significant effect on the amount of stress that employees suffer from within an organization indicates that further studies could be conducted with the aim of ascertaining the precise nature of the correlation between stress levels in instructions and their effectiveness at choosing candidates for positions. This would provide an indication of how important this issue is. It would allow a clearer picture to be gained of how much of an impact it has.

The implication that job security is a major factor in stress levels within a workplace indicates that research aimed at generating quantitative data about this issue would also be highly beneficial. It would help to establish the correct balance between minimizing stress by providing job security and losing productivity by keeping employees on indefinitely despite the fact that the nature of the organization might change and there

might be a point when certain individuals are no longer required. This would enable organizations to be more productive by fine tuning the extent to which individuals' jobs are guaranteed to be safe.

The fact that dedication to employees' achievements was identified as being something that can help to reduce stress in organizations suggests that this could be another area in which further study is required. It indicates that research could be carried out in order to find out what the best methods for recognizing the achievements of workers are. Stress levels amongst workers could be measured in organizations that employ a wide range of different techniques for ensuring that achievements are honored. This would allow the methods that are the most successful to be established, which would be valuable in that it would shed light on which of these strategies is most effective at keeping the degree to which employees are stressed at the lowest possible level.

Hopefully the results of the study will bring to light the effect of stressors on employee productivity particularly in the UAE. More importantly, the findings and recommendations will provide a platform on which changes with regard to policies at the workplace will be revised. This will take the input of all stakeholders involved including the management and the employees themselves. More importantly, the results of this study can form a basis for furthering theories and for setting off research in the same field or related field. The overall expectation is that it will add to the information on management already available and provide a means by which additional valuable information can be obtained and documented for the good of all.

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