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STRESS IN HUMAN RELATIONS AT WORK CASE STUDY:
LEBANESE COMPANIES

A Thesis Submitted in Partial Fulfillment of the Requirements for the Joint Degree of the Master of Business Administration (M.B.A.) and the Master of Science in International Business (M.I.B.)

Marcelle Fares Najm

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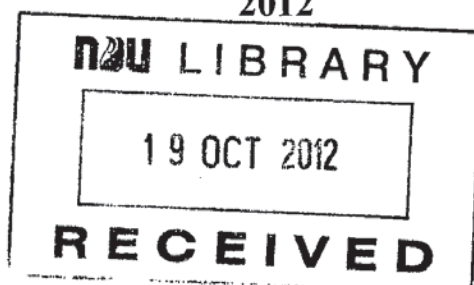
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BY

MARCELLE FARES NAJM

Approved:

Signatures:

_____
Supervisor

_____
Reader

NDU MBA/MIB Academic Committee: _____

_____

_____
Assistant Dean, FBAE

Bordeaux Management School: _____

_____
Date

DECLARATION

I hereby declare that this Thesis is entirely my own work and that it has not been submitted as an exercise for a degree at any other University.

MARCELLE FARES NAJM

ABSTRACT

This thesis revolves around stress in human relations at work, its reasons as well as some solutions that will not only aid at a personal level but the Lebanese organizations as well. After all, people are the most valuable asset for an organization. For this reason, studying the stress that arises at work due to unhealthy human relations was done as through the following research questions. Harassment, which leads to unhealthy relations, is the main cause of job stress in the Lebanese organizations. As such, the effects of harassment were studied on three variables: affecting human relations at work, decreasing performance and affecting moral in such a way that it alters behavior.

Working with the Arab Federation of Exchanges for the past two years has broadened the way I perceive money markets, liquidity, exchanges and investment. As I learned to cooperate with different people from different countries, I understood how important relationships were and how stressful they could become. Punctuality, constant update, foreseeing possible problems and learning how to deal with different people were amongst the things that always pressured me. However, job stress can be seen on an even wider scale, a more international one. Even the 1992 United Nations report labeled job stress as, "The 20th Century Epidemic". Also, in the 1996 World Health Organization Survey, job stress was again referred to as "A world Wide Epidemic."

In order to study this aspect in the Lebanese market, a questionnaire was distributed to fifty Lebanese organizations located in Mount Lebanon, Beirut and suburbs where the economic rate is the highest. Through SPSS, the results of the findings were further analyzed using the Chi Square Test of Independence (P-value) to compare two qualitative values. Also, the Gamma was used to study the association between variables measured at an ordinal level. Harassment proved to be the main cause of job stress in the Lebanese organizations and is affecting the human relations at work. Constant discrimination, harassment and mistreatment will render a person feel unwanted and not liked. This will create further arguments and conflict. With such a tense environment, increasing absences, sick days, late night extra working hours

become a sign that worker performance is not what it used to be. On top of that, the inability to complete the demands of different people at work will take its toll on the moral and behavior of that person. As such, the behavior of the victim alters. With seclusion and the feeling of losing control over their life, suicide and taking one's life sadly becomes a possible scenario that could be played out ruthlessly. Lives can be lost, that is where the managers play their role in controlling and promoting a healthy working environment.

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Chapter 1

INTRODUCTION

1.1 General Background

We live in a world that is so obsessed with speed and technology that people find themselves forced to adapt and change constantly. Similarly, organizations that are aspiring to perform at competitive levels have to keep up with the dynamics of the market. The primary goal of every organization is to create a surplus of profit. To do that, an organization must capitalize on its greatest asset; manpower. Putting the right person at the right place and managing them has become quite vital. In the words of the Management Guru, Peter F. Drucker, 'The greatest opportunity for increasing productivity is surely to be found in knowledge work itself and especially in management'. Since people spend an average of one hundred sixty hours a month at work, a manager's role should effectively utilize employees' skills and abilities by making the right decisions.

Managers, however, are only human beings with emotions, aspirations, fears, insecurities and problems of their own; their administrative functions might suffer some shortfalls. Miscommunication, inconsistency, inflexibility and lack of empathy are all factors that can put employees out of their comfort zone. Tension builds up even further as employees do not get the support they need from their surroundings; whether it's from their supervisor or their co-workers. It is not only their self-confidence and their self-esteem that is put to test, but it is also their human relations that build up strain. This kind of psychological tension inadvertently affects an employees' capacity to enjoy a happy life and be successful in their work. The famous phrase, derived from *Satire X* of the Roman poet Juvenal (10.356), goes as such, "*Mens sana in corpore sano*", or "*A sound mind in a healthy body*". Should the tension build up psychologically for employees, then the repercussions will surely be noticed physically

in their constant tiredness, lack of inspiration and stamina, unsociability and increasing sick leaves. Many might believe it's a normal reaction to have when sudden alterations or adjustments become too much to bear then things seem to be going out of control. This kind of physical manifestation and inability to manage various circumstances, disregarding their nature, may generate what is known as, stress. A word that is not uncommon in the realm of the work milieu and our everyday existence.

One thing is for sure, the overabundance of the term stress in our modern days has classified it as a normal part of our lives that can either help us learn and grow or cause considerable damage. This built-up tension that our bodies experience is most likely experienced in the place where most people spend their time – work. Work stress is becoming a major challenge to workers' health and the healthiness of organizations. In today's competitive market, such setbacks would greatly impact the success of an organization. As work demands and deadlines pressures increase, employees start questioning their abilities and knowledge to perform at a higher level. A mismatch between employee's capabilities and the demands of the task at hand may prove to be detrimental of the relationships build up at work because the employee's uneasiness could lead to a defensive behavior. There are many factors in life that render a person unknown to himself and even to others sometimes; a true depersonalization experience. While stress may be to some the proof of trying to succeed, to others it may mean a complete loss of one's own identity and a slow poisoning of one's self-esteem and self-confidence. Work stress is not only the concern of those who wish to live a healthier life-style, but also to managers who wish to lead successful business. Since managers, who are usually considered to be the role-model behavior in an organization; are also the driving force of change. A manager's decisions helps shape the culture of an organization as well as make decisions related to structural design and human relation policies. Such decisions not only affect the level of innovation but also the environment in which those employees have to work. It is the amount of work stress created in this environment that influences an employee's performance. Stress can have either a positive or a negative effect. Low amounts of stress can increase an employee's

alertness and motivation. As for a high amount of stress, it can render an employee confused, dissatisfied and even physically ill with time.

Stress also comes in various types and forms. Certain types of stress will determine the toll of damage made, and sometimes go as far as to bring an employee to the edge of failure. The most harmful types of stress mainly come from human relationships; especially those established at work since we have to deal with them daily, whether we like it or not. It is something that we do not totally control, as even neuroscience proves that our brain is designed in a way that makes it sociable. At each encounter, our brain creates a neural bridge with the other person so as to connect emotionally. A study, initially made on birds and then related to humans, was led by Eric Fortune, a behavioral neuroscientist at The Johns Hopkins University, and published in the November 4 issue of the journal *Science*. "What we learned is that when it comes to the brain and cooperation, the whole is definitely greater than the sum of its parts," said Fortune. "We found that the brain of each individual participant prefers the combined activity over his or her own part."

Psychoneuroimmunology (PNI) is a science that is concerned with the study of the interaction between psychological processes and the nervous and immune systems of the human body. It was not until the beginning of the 1960's that biologists opened up to the connection between the brain and the pituitary gland that is responsible for releasing hormones that help regulate the immune system. That is, by controlling the main engine that releases those regulating hormones, the brain can connect to the immune system as well. Perhaps one of the most astonishing discoveries by this science is that this neural bridge formed between two people socializing, this specific kind of interaction triggers the indirect brain-immune system connection.

However the long-thought notion that the brain only communicates with the immune system through the bloodstream was then irrevocably adjusted. In 2007 at the Stetten Lecture, Dr. Tracey, director and chief executive of The Feinstein Institute for Medical Research, explained that the brain is actually directly connected to the immune

system. Dr. Tracey and his colleagues discovered that the brain directly connects to the immune system via the vagus nerve which is located in the brain stem. The vagus nerve reaches all the organs of the body including the heart, spleen, liver and kidneys. These organs contain immune system cells. The vagus nerve reaches those cells by sending chemical signals that produce an electrical signal throughout the nerves. As a result, acetylcholine, a brain chemical, is summoned and connects to the receptors of immune cells called macrophages. When this happens, the inflammatory immune response is activated. A true breakthrough! It is the first time that it has been proved that nerves can directly shut down the immune response.

It's all about the nerves. As soon as twenty eight days after conception, the human embryo starts producing half a million neurons every minute. In the following weeks, these cells will migrate to the brain and other parts so as to later form tentacles to reach each other during the third trimester. That is, in the early beginning our body formation is constituted in such a way that we are prone to making connections with our own body parts and other people.

From here we can conclude that our relationships not only affect our knowledge but it also affects our physical and biological state. These neural bridges formed can be a double-edged sword as good relationships enhance our health while bad relationships intoxicate and poison us. The interpersonal relationships built at work, whether with the manager, coworker, supervisor, or customers, should be positive, supportive and empowering with as little ambiguity as possible. In the words of the poet Walt Whitman, the anthem "I Sing the Body Electric":

> I have perceived that to be with those I like is enough,
> To stop in company with the rest at evening is enough,
> To be surrounded by beautiful, curious, breathing, laughing flesh is enough...
> I do not ask any more delight, I swim in it as in a sea.
> There is something in staying close to men and women and looking on them,
> And in the contact and odor of them, that pleases the soul well,
> All things please the soul, but these please the soul well.

Healthy and happy relationships spur vitality and arise from human contact. The neural exchange arising from the relationship between a parent and a child, or two lovers is a source of positive energy. But as everything comes in twos, the dual nature of life imposes the existence of bad relationships. Human history is marked with good and bad, treaties and wars. However, it is the future that we can mold from our present actions. Stress arising from human relations is one of those elements that are shaping our everyday life and actions.

Living in a world that has technology ruling our lives is making it even harder for us to harvest on that kind of positive human contact. We may be able to detach ourselves from human contact almost completely with all these new high-tech gadgets. Despite this, the workplace is one of those few places where human contact is inevitable. This thesis will revolve around stress in human relations at work as well as its types, specific and most harmful sources, and some solutions that will not only aid at a personal level but the Lebanese organization as well. After all, people are the most valuable asset for an organization. So, when the main engine starts to rumble, it better be fixed or else everything will be built on a weak foundation.

1.2 Need for the study

The vision of an organization cannot be achieved unless the group of people that are joined together work towards a same objective designed by management. Most people spend almost a third of their life at work. During this time, the environment is charged with interactions and reactions between employees. It is only normal that misunderstandings arise; a consequence of people spending a considerable amount of time together. However, when misunderstandings and tension start to build up continuously, dragging on for a longer period of time, leading to stress, that's when the red flag must be raised. Stress is a topic that is the concern of every individual and every manager in any organization. With this ever-changing environment we live in, the nature of work is constantly varying. For this reason, the demands of the job are always being reevaluated as the employee tries to adapt. Job stress starts gnawing under such conditions, posing a threat on the health of workers, and n turn on that of the organization.

The accomplishments of an organization can be attributed to those employees who dedicate themselves to staying true to the culture, work schedule, and demands of the job. What makes people wake up every day so diligently? Other than the basic needs such as food and shelter, what keeps those employees going back to their jobs? And most importantly, what makes them build excuses not to? This thesis sets light on a subject that has infiltrated itself in our cultures and has been given various weight and definitions throughout the years; stress.

More specifically, the stress that is built up at work through human relations can be detrimental to an organization in the sense that it undermines the employee's performance. This study aims at dealing with breaking down the types of stress and shows that a specific kind of stress, harassment, is poisoning any organization.

The Lebanese culture is known for its hospitality, sociability and emotional expressiveness. This kind of culture may cause discomfort in the business world, where a normal business day consists of around eight hours. Emotional people tend to overanalyze and have passionate reactions. When at work, this will charge the environment with tension and have people experience different bodily changes. It brings about awareness and affects people in various ways, physically and emotionally. For this reason, understanding what stress consists of and how it affects people is vital knowledge for every manager and for the health of the organization. Managers and employees need to know what is truly bothering them at work, what is hampering their creativity, and preventing them from giving their best. This study could eventually be used as a handbook for both managers and employees in Lebanese organizations.

According to the Central Intelligence Agency's online publication of the World Factbook, Lebanon's estimated population for July 2012 is 4,140,289. The Lebanese market has had several economical and political blows in the past years. It was also being marked by the 2008 financial crisis and the Arab Spring that erupted early 2011. Add to that the political instability that has become part of the Lebanese mundane discussions, the market has not been the main attraction for investors. That is why studies on the Lebanese market, concerning the type of stress arising from interpersonal relationships at work are relatively few; despite its relative importance in these dire times. Especially studies on emotional characters in organizations have rarely been made expect for influential articles by Pekrun and Frese (1992), Ashforth and Humphrey (1995), and Weiss and Cropanzano (1996). Updating the data on the Lebanese market will be of an additional value to help organizations introduce the notion of participative management so as to motivate employees to do their best.

Fredrick Winslow Taylor's work on 'The Principle of Scientific Management' in 1911, as well as Henry GRANTT's work on "Works, Wages and Profits" in 1913, confirm the notion that the employee's performance is directly related to employee's motivation. Which brings us to Taylor's "differential rate piece-work" and Gantt's "task

and bonus wage" systems for motivating employees; systems that are not much applicable nowadays.

This thesis will enlighten the notion that in our modern business world, employees seek motivation from the relationships built at work whether employee-boss, employee-employee or even employee-customer. An important notion that can alter the whole organization's framework is deemed useful in these competitive and hard times. Take for example the case of SEMCO, a company who realized that the employees are the key to success. The company's CEO, Ricardo Semler, noted that

> *"Everyone is part of a gigantic, impersonal machine, and it is impossible to feel motivated when you feel you are just another cog. Human nature demands recognition. Without it, people lose their sense of purpose and become dissatisfied, restless, and unproductive"* (Semler, 1993, p. 109).

Not only did Semler's innovative management policies make him famous, but his exceptional leadership saw the revenue of the company 4 million US dollars in 1982 to 212 million US dollars in 2003. Despite it being located in Brazil's volatile economy, the company kept on flourishing for the past twenty years. For his great accomplishments, Semler was featured in Time magazine among the Global 100 young leaders profile series that was published in 1994. He was also named Global Leader of Tomorrow by the World Economic Forum. Wall Street Journal's Latin American magazine, The Wall Street Journal America Economia, named Semler businessman of the year in 1990. He was also awarded as Brazilian businessman in 1990 and 1992. SEMCO's employees were no longer considered as machines. More responsibilities, power and ability of making decisions rendered the company more successful. This increase of control that was given to the employees helped build a relationship of trust between the employees and the manager. Employees were happier and less stressed, since they were not always under the control of others, but felt empowered. This new environment created at work, helped them improve their financial and personal life, as they felt more at ease when dealing with stress. This kind of success story can be

reproduced in the Lebanese markets only if organizations learn to better deal with stress caused by human relationships at work.

What goes on within the walls of an organization is more than just tasks given to be made; it is also about people living together. The only fact that people are joined together for several hours a day was enough for Ricky Gervais and Stephen Merchant to create *The Office*, an American television series broadcast by NBC. The series is depicts the daily lives and activities of office employees in a branch of a fictional paper company. A single-camera setup was used without a studio audience or laugh track in order to give it an actual documentary look. What brought this series to my attention is the whole idea of filming the office lives of employees in a way that shows some truth in the organizational life. No technological gadgets were used in the show; just a simple single camera without special effects. The characters acknowledge the camera and often speak directly or stare at it in absurd situations. The regional manager, Michael Scott (Steve Carell), is a single, middle-aged modern manager trying to be "cool" and be friends with the employees who only tolerate him because he signs the paychecks. He tries to be the better boss compared to the arrogant assistant to the regional manager, Dwight Schrute (Rainn Wilson). Dwight's character revolves around annoying the employees and irritating everyone. Then there is the friendly receptionist, Pam Beesly (Jenna Fischer) who has to deal with the routine tasks of Michael. Pam often enjoys conversation with Jim Halpert (John Karsinski) who plays the role of a good-humored sales representative. Jim would have chosen another job a long time ago but is too happy with the routine and the relationships he built with his co-workers. Many other characters also enter in the show to unwrap various problems that arise at work. Despite the fact that the story is unveiling as a comedy, the conflicts that arise between the employees are a reflection of the reality. Relationships within a company are so important that there was enough complexity in it to make a TV series! And not just any TV series, *The Office* has been included on several top TV series lists. That is why, this thesis will be an added value to Hr managers, line managers, and the employees to better understand the importance of healthy relationships and a balanced environment. This realization will bring to the common welfare of organizations, employees and

customers leading to the improvements and developments for the country. The directors Ricky Gervais and Stephen Merchant saw that importance of putting of putting office relationships en relief, and capitalized on it.

1.3 Purpose of the study

This thesis aims at clarifying the main cause of stress arising from unhealthy human relations within the Lebanese corporations. First, this study will aim to find whether harassment, which leads to unhealthy relations at work, is the main cause of job stress in the Lebanese corporations. That being done, Harassment, which is the main cause of stress within the corporations, will be further explained by showing how it affects people and corporations on three levels, later formulated into hypotheses, further explained in chapter three:

- Human Relations
- Performance
- Morale

This thesis will also aim at answering other questions such as:

- What are the main causes of Job stress in the Lebanese organizations?
- What particular aspects define the human relations at work?
- Is the bad management the reason why there is disfunctionality in the relations between employee and managers at work? What are those mistakes that management make?
- What are some solutions to the problems proposed?
- If this problem is not dealt with, what could possibly be the outcome in the Lebanese corporations?

One main contribution of this thesis will be to challenge each of the above assumptions.

1.4 International Perspective

Job stress is considered an international problem as even the 1992 United Nations report labeled it, "The 20th Century Epidemic". Also, in the 1996 World Health Organization Survey, job stress was again referred to as "A world Wide Epidemic." Furthermore, in a 1998 study report, the rapid changes that occurred in the workforce resulted in an overwhelming unemployment rate of 10% in the European Union as well as higher rates of job stress complaints. Due to a major and prolonged recession, Japan suffered a similar problem.

Most of us have seen someone break down into tears because of workplace stress. But crying can just be the beginning of it. Some workers get so distressed that suicide becomes their only way out (Hazards 101, February 2008). As we will further show in chapter two, this matter is truly a question of life and death that attains the whole world and does not differentiate between a worker in Lebanon or a worker abroad.

According to another study that was conducted by researchers at the University of Nottingham and University of Ulster and published in the academic journal Occupational Medicine, stated that during recession, work-related stress increases by 40%, and affecting 1 in 4 workers.

Another article in The Telegraph (January 23, 2012), explains that the economic downturn has greatly affected the insecurity of people towards their job leading them to experience an increasing amount of job stress. The following are percentages of employees who are experiencing unreasonable amount of work stress: UK (35%), Brazil (34%), Germany (33%), US (32%), China and India (both 17%).

The results are truly a wakeup call for employers and employees during a time when healing from this recession seems a distant reality, and the epidemic of job stress invades again.

1.5 Brief overview of all chapters

This study will be divided into the following five chapters:

Chapter One: Introduction: Includes a general introduction to the main subject tackled throughout the study: Harassment, the main cause of job stress due to unhealthy human relations at work and its effects on three levels, Human relations, Performance and Morale.

Chapter two: Literature Review: This chapter will be divided into two parts. The first part will include the explanation of several key words and terminologies that will help better understand the topic at hand: Definition of stress, its types and causes, definition of harassment... The second part will include several studies and articles, both Lebanese and International that will help enlighten the study and further act as a guide when discovering solutions for the problem at hand.

Chapter three: Methodology: In this chapter, the main research question is stated, the three hypothesis derived as well as a detailed explanation to the means of gathering and using the primary and secondary data that were gathered.

Chapter four: Result and Findings: The results of the 75 questionnaires gathered from 50 Lebanese corporations are presented as descriptive and inferential statistics. A brief interpretation of the findings is included at the end.

Chapter five: Conclusion: The results are analyzed extensively in this chapter, and compared to the other relevant studies in chapter two. Also included are recommendations and limitations of this study.

Chapter 2

Review of Literature

2.1 State of Knowledge in the area of interest, Definitions

"Definitions of the term Stress"

The word 'stress' has held several meanings throughout history; with its initial derivation coming from the medieval term 'distress', in the fourteenth century, that depicted hardships back then ranging from physical pain, persecution and hunger. It was not until 1936 that Dr. Hans Hugo Bruno Selye coined the term "stress", and defined it as "the non-specific response of the body to any demand for change". Selye later expanded his definition in 1979 by explaining that "Stress is 'perception'. It is the demands that are imposed upon us because there are too many alternatives. Stress is caused by being conscientious and hardworking". The word stress, itself, labels and relates various experiences to which the body connects to in a unique manner. For example, when someone says the word traffic, some may directly tense up and react in a negative way because they have already labeled the word traffic in their mind to a bad thing. Others however, may see traffic as a normal thing since people want to reach their destinations; and cars are quite a famous means of transportation. It may come from the notion that life is very much what we make of it. Ever noticed when you are doing something exciting and fun, time flies by with no harmful side effects, particularly tiredness, headaches or frustration? Could then stress be a habit that can be broken?

McGrath (1976) also related stress to the surrounding environment and the conditions it brings.

> *There is a potential for stress when an environmental situation is perceived as presenting a demand that threatens to exceed the person's capabilities and resources for meeting it, under conditions where he expects a substantial differential in the rewards and costs from meeting the demand versus not meeting it. (McGrath, 1976, p. 1,352)*

In his definition, McGrath related stress to the way an individual apprehends the challenges that are inflicted upon him/her and whether that same individual believes he/she has what it takes to deal with them. Here the question of self-confidence and self-perception enters into the equation of what stress is and how it is related to the fear of failure. After all, how many individuals are faced with an unknown situation, say a new job position, and start evaluating the circumstances that will eventually lead to either success or failure? Usually, the latter is what most people try to avoid.

Others, however, relate stress to more tangible factors. For example, stress has sometimes been described as an increase in catecholamine levels which are molecules released under stress by adrenal gland, a change in adrenal weight, or as a score on a life event scale or subjective reaction index (Steinberg & Ritzmann, 1990). While there is little consensus among psychologists of what stress is, most would agree that it is the physiological and psychological responses to situations or events that disturb the equilibrium of an organism (Encyclopedia of Psychology, ©2005 Gale Cengage).In Merriam-Webster Online Dictionary, stress is defined as "a physical, chemical, or emotional factor that causes bodily or mental tension and may be a factor in disease causation". Stress hence seems to be a bundle of tangible and intangible factors that affect us one way or another.

The term Stress has no single agreed definition. In their research, Holroyd and Lazarus in 1982 explained that "psychological stress requires a judgment that environmental and/or internal demands exceed the individual's resources for managing them". This proposed relation between one's self and the environment shows that an individual responds to inside and outside factors in such a way that affects not only themselves, but also the environment in which they reside.

To this day there is so much confusion over what stress is that back in 1951, a research scientists concluded in the British Medical Journal that, "*Stress in addition to being itself, was also the cause of itself, and the result of itself.*"This might still hold true nowadays, since stress seems to have so many different meanings that brings us back to Hinkle (1987), a stress researcher that explained the concept after 50 years:

"A difficulty for the study of stress is that the term 'stress' has a different meaning for researchers in various disciplines. In the biological literature, it is used in relation to single organisms, populations of organisms, and ecosystems. Biologists refer to things such as heat, cold and inadequate food supply as being sources of stress. Human biologists add to this microbial infection and taking of toxic substances. Social scientists, for their part, are more concerned about people's interaction with their environment and the resulting emotional disturbance that can sometimes accompany it".

Types of Stress

Job stress is so pervasive and widely experienced that it affects almost everyone. People in all industries, job positions, and socio-economic status levels have had to deal with a certain level of stress at one point in time. And since so much of our time is being spent at work, at the end of the day, we carry with us some of that stress too. The result? We start disturbing our relationships and other peoples' lives too. For example, after having a stressful day at work, people may have less patience and energy to deal with their family or friends. With suffering social relationships, skipping those working

out sessions at the gym, and having to go back every morning to deal with more stress at the job, all of this tension may lead to experience exhaustion or even depression. That is, job stress can have a considerable toll on the overall health of a person. However, it is important to note that there are several types of stress and each type can have its own characteristics, symptoms, duration that is, affecting people in a different way.

Below, are the some of the various types – mainly the ones that affect employee's performance:

a. Eustress
b. Distress:
- Acute Stress (short term)
- Chronic Stress (long term)
c. Hyperstress
d. Hypostress
e. Psychological Stress

Each type of stress will be defined and explained so as to better understand what kind of stress the employee is experiencing. Knowing the type of stress will also help employers better manage and help their employees. Eventually, the employer too might discover that the source of stress whether external or internal can be traced right back to him/her.

a. Definition of Eustress

To begin with, the word *eustress* can be broken down into two parts. The prefix eu- comes from the Greek word which means "well" or "good". So that when you join the prefix eu- with the word *stress*, it literally means "good stress". The endocrinologist Hans SELYE first used this term in 1975, when he published an article of a model that divides stress into two main groups: eustress and distress. (http://en.wikipedia.org/wiki/Eustress)

People who avoid all criticism fail. Its destructive criticism we need to avoid, not criticism in all forms. Similarly, there is no progress without eustress, and the more eustress we can create or apply to our lives, the sooner we can actualize our dreams. The trick is telling the two apart. (Tim Ferriss, The Four Hour Work Week, p. 37)

It is the excitement you get while watching a horror movie, or when you've just bought your first car. It is the rush that gushed through you as you cross that finishing line and you realize you've just won the race! It is also the engulfing feeling of having accomplished a strenuous challenge and you know that promotion may just be one step closer. All of these feelings ignite in us positive feelings of fulfillment and a sense of accomplishment that makes us excited about life. It goes the same for work-related challenges or relationships that are built and have a healthy effect on us. A healthy boss –worker relationship may give the employee even more energy and stamina to perform better than an employee that comes to work with a low and beaten-up spirit.

Unfortunately, the "good" type of stress is known to last only for short periods of time. It is the kind of stress that we do not want to avoid because it is a form of controlled stress. Even small quantities of eustress, also known as the curative or good stress, can push a person to generate maximum output. It is the zest, the zeal, the competitive edge that separates the average employee from the better employee for the next managerial position. It is the kind of pressure that creates a motivated spirit and leads to having an act of fulfillment. Eustress, to a certain extent, is actually quite an essential element in our lives as it keeps us healthy and happy. One way to look at it is that eustress can push you to react out of your comfort zone. For example, you just got accepted to work for a company, at an entry level position. When you get there everything is new, even your coworkers. You may feel lonely at first and stress about it. This is where eustress comes in. You can use this stress to encourage you to step outside of your comfort zone and try to make new healthy connections. Eustress pushes you into a proactive state of mind and reaction. However having too much of

something, no matter its nature, is not beneficial. Even with good stress, a person must be knowledgeable enough to know how to handle stress and sustain a healthy balance.

Some stressors can either create good or bad stress; it depends on the amount and the extent to which you control it. For example, take the concept of uncontrolled and controlled radiation; the first may cause cancer while the latter may cure cancer. It is to such extremes that good stress differs from bad stress. Distress is the term that is often used to describe the negative aspect of stress.

b. Definition of Distress:

As mentioned previously by SELYE, distress is yet another side of stress. Distress has various definitions; most of them characterize distress as the unpleasant, uncontrolled, negative type of stress.

According to Merriam-Webster Dictionary, the word distress was first used in the fourteenth century to depict the dire circumstances the world was experiencing; such as famine and war. The word's definition as a verb has several meanings, of which:

1: to subject to great strain or difficulties <homes *distressed* by poverty>

2: *archaic*: to force or overcome by inflicting pain

3: to cause to worry or be troubled: upset <don't let the news *distress* you>

4: to mar (as clothing or wood) deliberately to give an effect of age <a *distressed* table>

Distress as a noun, means the following according to Merriam-Webster Dictionary:

1: seizure and detention of the goods of another as pledge or to obtain satisfaction of a claim by the sale of the goods seized

2: pain or suffering affecting the body, a bodily part, or the mind: trouble <gastric *distress*>

3: a state of danger or desperate need <a ship in *distress*>

Di- as a prefix means "two, double, twice," from Greek *di-*, also related to *duo*. So that when you add the prefix di- to the word stress, you literally get double - stress. Distress comes about from focusing and worrying on what we don't want. It is when

energy and time is consumed on studying the reasons why things won't work, what is not available, how the economy is terrible and keep building up walls of frustration. When things do not seem to be falling into place, the overwhelming feeling builds up and that's when our attitudes towards complications are fashioned by distress. When distress is experienced, life becomes paralyzing. Life becomes a battlefield where fear instills deep within and prevents a person from evolving at work, or on a personal level. Distress can follow both acute and chronic stress, provided that the body's biological functions are sufficiently altered and its coping mechanisms overwhelmed (Moberg, 2000).

Distress can come in two forms, acute stress or chronic stress.

Definition of Acute Stress:

The most common form is acute stress, a short term stress. The pressure that builds up due to past, current and future anticipated demands, emits thrilling and exciting feelings. Too much of the rushing feeling can be exhausting. An immediate perceived physical, emotional or psychological threat can trigger acute stress. It does not matter if the threat is real or imaginary, because it is all depends on the perception of a person towards that stress. An American writer, Daniel Keys Moran, once wrote, "So, we, as human beings, live in a very imprecise world. A world where our perceptions of reality are far more important than actual reality." The question here arises of how differently people react to situations. What some may believe to be a threat or a hassle, others may view it as a mere obstacle to be overcome. The human perceptions are carved and molded by various factors; whether its family upbringing, values and norms, education or society. In the words of the Canadian sociologist Marshall McLuhan, "All media exist to invest our lives with artificial perceptions and arbitrary values."

When a person experiences acute stress, the body's automatic nervous system is triggered thus increasing the levels of a hormone called cortisol – which is also known as a stress hormone. More accurately, the release of a steroid hormone called glucocorticoid by the adrenal gland will release adrenaline and other hormones as well. The result is an increase in the heart rate, quickening breath intake and ultimately higher blood pressure. In other words, blood is forced from the extremities to the big muscles, rendering the body in alert mode, ready to fight or run away. This mode is also known as the fight-or-flight mode.

The above described body-response was initially hailed for enabling human beings to fight or escape when faced with danger. However, during these days, it's being activated in situations when life is not endangered; for example, when caught in traffic or during a long, hard day at work. Even certain relations that are built either at home or at work, once strained, can become a source of stress. Take for example an employee-boss relationship. It can either be fruitful relationship or devastating one. It all depends on how the boss thinks it's appropriate to treat the employee and what that employee thinks the relationship should be like. Again, it all comes down to the matter of perception. Take the Lebanese society, for example, where an employee-boss relationship must be built around ultimate respect, awe, and almost complete superiority. A Lebanese boss rarely is seen smiling or condoning friendly relationships with his/her employees because it's the country of façade and pretence. A boss showing friendliness might be considered as weak, and thus a threat to the managerial position being occupied. That is, a constant demeaning manner is being held and employee relationship is built around that kind of tension. The body responds to that kind of stimuli. Usually, as soon as the perceived threat is gone, the body automatically relaxes. However, if the body does not relax and is subject to longer periods of stress, chronic stress may ultimately cause major damage.

Definition of Chronic Stress:

Unlike acute stress, chronic stress does not emit a thrilling and exciting feeling. Instead, this type of stress slowly grinds away at people's mind, body and lives wearing them day by day, year by year. Because chronic stress is usually related to a long-term attrition, its stressors are known to most of us. It is the stress of those never-ending problems like poverty, broken up families, unhappy marriage and even waking up every morning to that job you despise so much but cannot quit for financial reasons and tough economic times. Tough situations that seem to have no happy ending and pressures that go on for apparently everlasting periods of time. Sometimes a traumatic childhood experience can profoundly scar the personality. Thus, the way we view the word or the set of values and beliefs we have may be affected and cause unending stress. For example, some may view the world a scary place, or the people you meet are trying to get you or even the bossy manager you have may remind you of an abusive father and send chills through your spine every time you meet with him. Because chronic stress is usually for a long period of time, then people tend to forget they have a problem because it has become a part of their daily life. They got used to it. It can become so familiar, that as the body breaks down mentally and physically, it will either have a fatal end or a happy one but only with professional help that includes behavioral treatment as well as, stress management.

Stress is not only related to childhood experiences or perception only. Stress can also be related to the amount of tasks or the intensity of conflicts we have to deal with. As such, the remaining two types of stress:

- Hyperstress
- Hypostress

c. Definition of Hyperstress:

It is the end of the day and the two work-related projects you had to present are far from over but you comfort yourself thinking you'll just work on it more at home. So as you get in the car on your way home, you realize you still have to cook, take care of your baby, clean the house and socialize with your husband and family. As the late night hours creep in, you are thankful for the silence that reigns the room. Suddenly, a nagging voice in your head reminds you of the thesis you still have to write. This overwhelming sensation, something most of us can easily relate to is called Hyperstress. It is the feeling that you are being pushed over and beyond your limits. It comes from those long hours of work, your baby having colic, overloaded with house chores, and overworked with new assignments. Whether you are a working mother who has to juggle family and work life, or a stock trader with tons of portfolios, or even a working student who has to study and pay for the tuition and study; hyperstress will bring about side-effects. Experiencing strong emotional feelings like mood swings and burst outs are normal. It is just your body letting you know that you are stressed out.

d. Definition of Hypostress:

Hypostress is the complete opposite of hyperstress. It is the kind of stress that is not mentioned a lot, despite the fact that it attains a lot of people and organizations. It is lack of motivation and inspiration that people suffer from a non-demanding workplace. For example, factory workers who have to do the same activity for long hours and on a daily basis do not feel fulfilled and lack enthusiasm towards their family and friends. Their personal dreams evaporate as boredom seeps deep within that employee. Doing the same task over and over again can put the mind in a dormant state, or what is also called the 'Conveyor Belt Hypnosis'. This lack of inspiration may lead to depression, possible overweight and other health problems.

The figure below – an inverted U shape - shows the relationship between the intensity of conflict and the stress responses. As the intensity of conflict increases – too much overload - , stress will increase as well and the person experiences hyperstress.

On the other hand, having too little or nothing to do so as to feel constant boredom will result in hypostress. Eustress is experienced when the conflict intensity matches a person's stress responses equally.
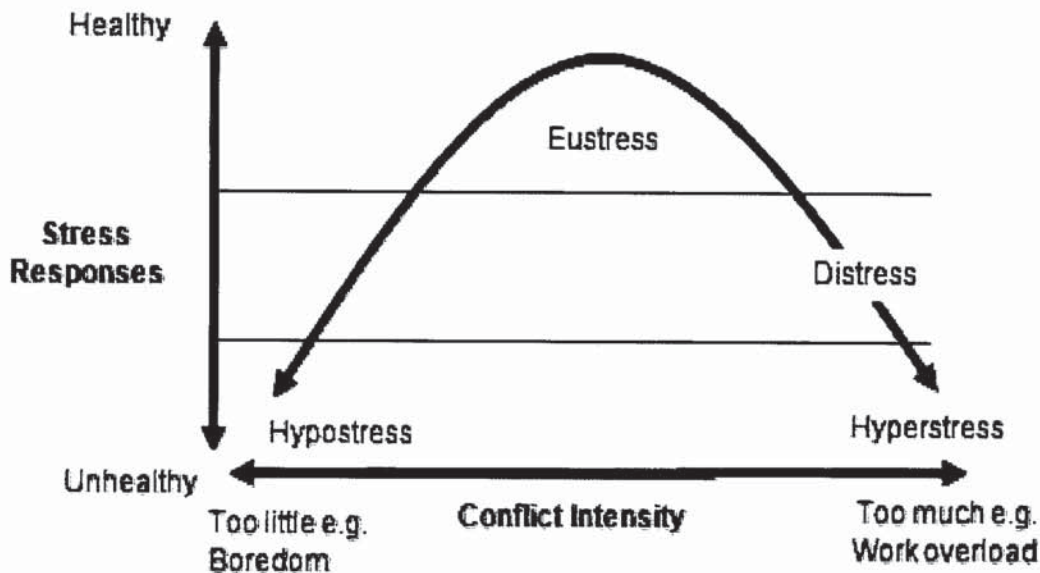
Figure 1: Relationship of Stress Responses to Conflict Intensity
(Source: Stress.org)

e. **Definition of Psychological Stress:**

No matter the type of stress, very often, mind and body will react and interact together as a response to the pressures exerted. Work, illness, and tough exercise are some examples of stressors that will cause physical stress. However, through it all, the mind will perceive conflicts and challenges that will seem overwhelming. Take for example the multi-tasking working mother previously discussed. She may be at work physically exhausting herself, but her mind is also worrying about her sick child, the household chores and a demanding husband. This mental exhaustion is known as psychological stress.

Psychological stress is mostly related to emotional stressors such as a beloved passing away, a divorce, or fear of being the next one laid off from work. Possible symptoms or clues that will denote psychological stress include depression, mood swings, lack of concentration, feelings of loneliness and inability to complete tasks.

Eventually, all of us would experience the different types of stress at one point or another. Whether its source is personal from strained family relationships, a very competitive colleague at work that keeps steeling the spotlight, or trying to raise teenagers at home; we all have had to deal with such issues. Even sitting under the sun, on a private beach and drinking cold cocktails may sound like a perfect holiday until that nagging little voice comes creeping into your mind, reminding you of all "bad" things. Either way, it is not a very productive way of thinking and certainly not a very elegant way to live. It's times like these that a person needs to be rational so as to evaluate the situation correctly. In the words of Bill Clinton, "Sometimes when people are under stress, they hate to think, and it's the time when they most need to think." Becoming aware of the stressors in our lives is quite important as prolonged periods of distress can quite compromise both our mental and physical state. The causes and effects of stress are important for any person or organization that plans to live and progress as healthy as possible.

Main Causes of Stress

Causes of Stress
% Somewhat/Very Significant
■ 2007   ■ 2008   ▦ 2009   2010

Category		
Money	73%, 72%, 71%, 76%	
Work	74%, 68%, 69%, 70%	
The economy	69%, 63%, 65%	
Family responsibilities	60%, 58%, 55%, 58%	
Relationships (spouse, kids, girl/boyfriend)	59%, 51%, 55%	
Personal health concerns	55%, 54%, 47%, 52%	
Housing costs (e.g., mortgage or rent)	51%, 47%, 47%, 52%	
Job stability	42%, 44%, 49%	
Health problems affecting my family	55%, 56%, 47%, 47%	
Personal safety	31%, 27%, 30%	

Figure 2: Main Causes of Stress (2007 till 2010)

(Source: Stress.org)

According to the above figure the major causes of stress throughout the years 2007, 2008, 2009 and 2010 has been money and work related issues, followed by the economic conditions and family responsibilities.
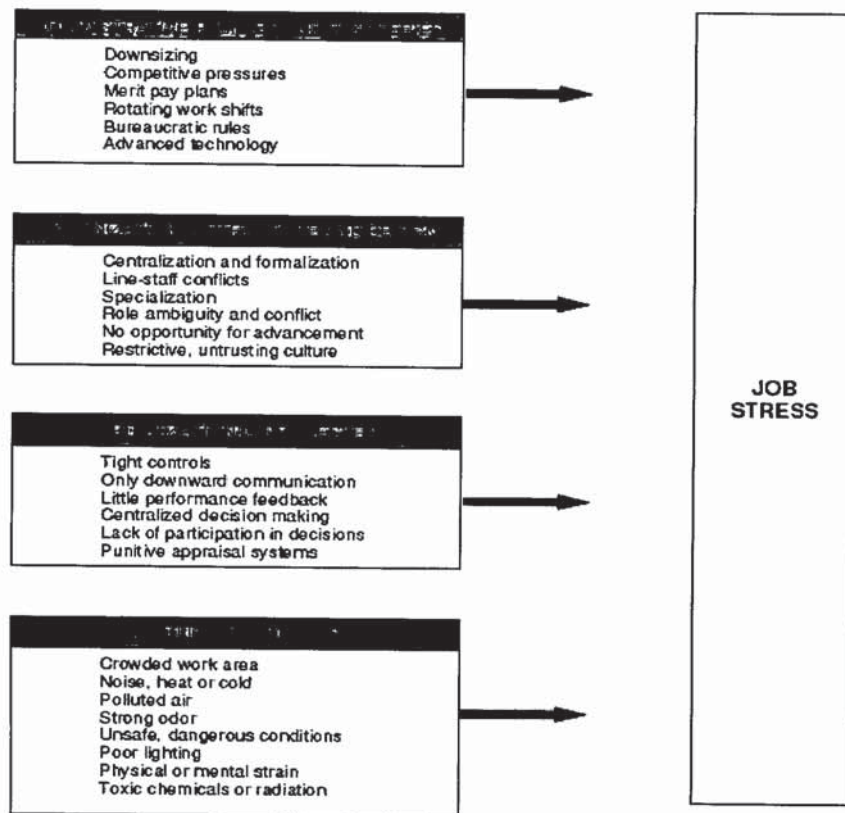
Figure 3: Macro level Stressors of an Organization

(Source: Luthans, 2002)

For the purpose of this study, organizational stressors will be mainly highlighted. Other than the external factors that cause stress, there are also the stressors that are unique to the organization and occur at the macro level dimension of the organization (Luthans, 2002). The below figure shows the four categories of potential stressors: administrative policies and strategies, organizational structure and design, organizational processes and working conditions.

Furthermore, according to World Health Organization's publication (2003), Protecting Worker's Health Series N 3, the causes of job stress can be summed up in the below table that is divided into two parts;

First part, the causes related to Work Content:

- Job Content
  - Monotonous, under-stimulating, meaningless tasks
  - Lack of variety
  - Unpleasant tasks
  - Aversive tasks
- Workload and Work Pace
  - Having too much or too little to do
  - Working under time pressures

- Working Hours
  - Strict and inflexible working schedules
  - Long and unsocial hours
  - Unpredictable working hours
  - Badly designed shift systems

- Participation and Control
  - Lack of participation in decision making
  - Lack of control (for example, over work methods, work pace, working hours and the work environment).

Second part, the causes related to Work Context:

- Career Development, Status and Pay
  - Job Insecurity
  - Lack of promotion prospects
  - Under-promotion or over –promotion
  - Work of "low social value"
  - Piece rate payments scheme
  - Unclear or unfair performance evaluation systems
  - Being over-skilled or under-skilled for the job
- Role in the Organization
  - Unclear role
  - Conflicting roles within the same job
  - Responsibility for people
  - Continuously dealing with other people and their problems
- Interpersonal Relationships
  - Inadequate, inconsiderate or unsupportive supervision
  - Poor relationship with co-workers
  - Bullying, harassment and violence
  - Isolated or solitary work
  - No agreed procedures dealing with problems or complaints
- Organizational Culture
  - Poor communication
  - Poor leadership
  - Lack of clarity about organizational objectives and structure
- Home –Work Interface
  - Conflicting demands of work and home
  - Lack of support for domestic problems at work
  - Lack of support for work problems at home

Studies show that the most stressful type of work is due to mainly a mismatch between the values and demands of a job to that of the worker's abilities and expectations. Most of the causes of stress, according to WHO, is due to the way work is designed and the way organizations are managed.

As for the Effects of workplace stress, according to World Health Organization's publication (2003), Protecting Worker's Health Series N 3, they can be summed up as follows: Effects on the person and Effects on the Organization.

To begin, with people will experience the following:
- Become increasingly distressed and irritable
- Become unable to relax or concentrate
- Have difficulty thinking logically and making decisions
- Enjoy their work less and feel less committed to it
- Feel tired, depressed and anxious
- Have difficulty sleeping
- Experience serious physical problems such as:
  - Heart disease
  - Disorders of the digestive system
  - Increases in blood pressure
  - Headaches
  - Musculo-skeletal disorders (such as low back pain and upper limb disorders)

Work Stress also affects organizations:

- Increasing absenteeism
- Decreasing commitment to work
- Increasing staff turn-over
- Impairing performance and productivity
- Increasing unsafe working practices and accident rates
- Increasing complaints from clients and customers
- Adversely affecting staff recruitment
- Increasing liability to legal claims and actions by stressed workers
- Damaging the organization's image both among its workers and externally

In addition to the above, and according to the 1978 International Association of Chiefs of Police (IACP)'s report, isolation is a common side-effect of workplace stress. They gave the example of policemen who are shunned often by the public. With time, the person will sense a feeling of isolation and rejection, thus withdrawing from others and embracing loneliness and the seclusion it provides.

Some of the psychological effects of stress can be illustrated by the following symptoms that a person under constant stress could experience:

- Constant feeling of uneasiness
- Irritability towards others
- General sense of boredom
- Recurring feelings of hopelessness in life
- Anxiety regarding money
- Irrational fear of disease
- Fear of death
- Feelings of suppressed anger
- Withdrawn and isolated
- Feelings of rejection by others (low self-esteem)
- Feelings of despair at failing as a parent
- Feelings of dread toward an approaching weekend

- Reluctance to vacation
- Sense that problems cannot be discussed with others
- Short attention span
- Claustrophobia

Harassment - General Definition

According to Merriam- Webster Dictionary, the definition of the verb Harass is as follows:

1: *a* exhaust, fatigue

b (1): to annoy persistently *(2)*: to create an unpleasant or hostile situation for especially by uninvited and unwelcome verbal or physical conduct.

2: to worry and impede by repeated raids *<harassed the enemy>*

Originally of the French verb *harasser*, which in turn was first recorded in 1527 in a Latin to French translation of 1527 of Thucydides' History of the war that was between the Peloponnesians and the Athenians both in the countries of the Greeks and the Romans and the neighboring places where the translator writes harasser supposedly meaning to "exhaust the enemy by repeated raids". Also, the word was used in the term to overtire in the military in the military chant Chanson du franc archer of 1562.

Similarly to the word "Stress", Harassment also varies by definition according to culture and to country's laws. For example, stating your political opinion, in some cultures, could be considered as an attempt to rebel. Also, in Japan insulting any faith, besides being considered as taboo, has also legal sanctions. These variations make it difficult to provide a single neutral definition of the word harassment. However, for the purpose of this study, the definitions will be concerned with workplace harassment.

Based on the previous definitions, a general definition of harassment can be defined as a behavior that humiliates, intimidates a person causing them emotional

distress. The causes and effects will be discussed in the context of workplace harassment in the next few pages.

Workplace Harassment

Definition

According to the Equal Employment Opportunity Commission (EEOC), the government agency responsible for enforcing Federal discrimination laws, harassment is a behavior that is exerted by a person at work, whether it is the employer, co-worker or a group of co-workers, and:

- Is unwelcome and unsolicited
- Is considered as offensive, intimidating, humiliating or threatening

Harassment is quite a delicate subject to deal with as it creates a hostile work environment fused by insulting or offensive remarks, personal abuse, persistent criticism and even physical abuse.

Harassment can be divided into four categories that will be explained further in details: Hate speech, psychological, sexual and legal harassment.

While harassment because of sex gets the most attention, harassment because of other characteristics such

- marital status

- gender reassignment

- race

- disability

- religion/belief

- sexual orientation

- age

- National origin

are always considered disrespectful and inappropriate workplace behavior.

Every case of harassment is studied separately in order to determine whether it is severe enough or pervasive enough to be considered illegal.

Categories of Harassment

Hate speech

This term is used to describe the speech that is intended to intimidate, and degrade a person or a group of people, on the basis of race, gender, ethnicity, nationality, religion, sexual orientation, disability, language ability, social class, occupation, appearance (weight, height, hair color etc.) mental capacity, and any other aspect that may be considered as a liability. This term also covers written and oral speech.

Verbal Harassment is the oral form of harassment, including: insulting jokes or jesting, or making suggestive sounds

The non-verbal harassment on the other hand, includes: indecent overtone, sexual desire expressed by hand signal, or licking lips or persisting flirting.

Psychological Harassment

This kind of harassment targets the psychological well-being of a person, whereby harming the mental state with constant demeaning comments, repeated undesirable comments on physical appearance (whether as compliment or insult), such that this person is forced to work in humiliating conditions. This phenomenon is so widespread that many countries are considering legal requirements in order to face this issue.

Sexual Harassment

A form of sex discrimination, according to Equal Rights Advocates (ERA), the legal definition of sexual harassment is "unwelcome verbal, visual, or physical conduct of a sexual nature that is severe or pervasive and affects working conditions or creates a hostile work environment." The federal law, in the United States of America, prohibiting sexual harassment in the workplace is Title VII of the 1964 Civil Rights Act, as amended. According to this Law certain employers responsible for preventing and stopping sexual harassment that occurs on the job.

This kind of harassment is considered to be the most dominant type. It is related to a person's gender or marital status and is divided into two types:

- Quid Pro Quo, or Sexual Coercion

This type is directly related to the victim's employment, where the promotion or current job of that person is associated with sexual favors for the employer or supervisor.

- Sexual Annoyance, also known as Hostile Work Environment Harassment

This type of Harassment includes unwelcome comments on sex without having a connection to any job benefits. This type of harassment might be committed by anyone at work, whether employer, co-worker or even customer. This type of conduct will create hostile work environment, some examples of those harmful actions that are under the laws enforced by the US Equal Employment Opportunity Commission (EEOC):

- Leering, i.e., staring in a sexually suggestive manner

- Making offensive remarks about looks, clothing, body parts

- Touching in a way that may make an employee feel uncomfortable, such as patting, pinching or intentional brushing against another's body

- Telling sexual or lewd jokes, hanging sexual posters, making sexual gestures, etc.

- Sending, forwarding or soliciting sexually suggestive letters, notes, emails, or images.

There are also actions that are non-sexual by nature but also lead to creating hostile working environment harassment, they include:

- Use of racially insulting words, phrases, epithets

- Demonstrations of a racial or ethnic nature such as a use of gestures, pictures or drawings which would offend a particular racial or ethnic group

- Comments about an individual's skin color or other racial/ethnic characteristics

- Making disparaging remarks about an individual's gender that are not sexual in nature

- Negative comments about an employee's religious beliefs (or lack of religious beliefs)

- Expressing negative stereotypes regarding an employee's birthplace or ancestry

- Negative comments regarding an employee's age when referring to employees 40 and over

- Derogatory or intimidating references to an employee's mental or physical impairment

The above mentioned actions can be categorized accordingly as: Verbal, Non-verbal, Visual Psychological or Physical Harassment.

2.2 Previous Researches

When it comes to surveys and studies about the pressures, fears and stress at work, most were done in the advanced and modern world. Below are some of the previous international researches done on stress at work as well as its effects and causes. It is important to mention that the relevance of the below surveys depends on how the data was collected, the size and demographics of the sample.

First, is the National Institute for Occupational Safety and Health (NIOSH) report, Publication No.99-101 (1990s), that highlights knowledge concerning the causes of stress at work. This publication sets light on the fact that because of the fast changing nature of work, job stress now poses a threat to the health of workers. That is, the health of organizations is put to risk as well.

Below are some of the outcomes of this research, obtained in the 1990s, from large surveys performed by:

- Northwestern National Life Insurance Co,
- Princeton Survey Research Associates,
- St. Paul Fire and Marine Insurance Co.,
- Yale University and
- The Families and Work Institute.

Survey by Northwestern National Life

Percentage of workers who report their job is "very or extremely stressful."

25%   50%

40%
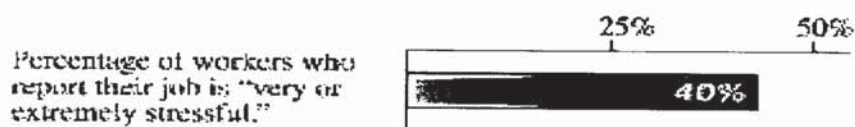
Survey by the Families and Work Institute

Percentage of workers who report they are "often or very often burned out or stressed by their work."

25%   50%

26%
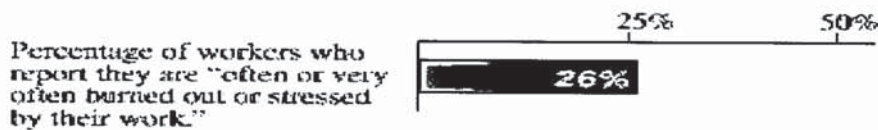
Survey by Yale University

Percentage of workers who report they feel "quite a bit or extremely stressed at work."

25%   50%

29%
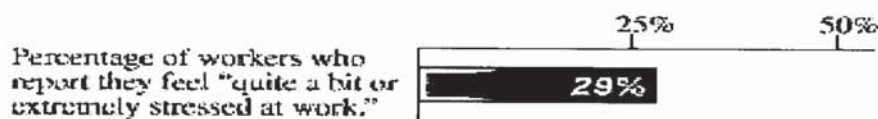
Figure 4: Results from NIOSH Report

(Source: http://www.cdc.gov/niosh/docs/99-101/)

A summary on the results of NIOSH report:

- 40% of workers reported their job was very or extremely stressful;
- 25% view their jobs as the number one stressor in their lives;
- Three fourths of employees believe that workers have more on-the-job stress than a generation ago;
- 29% of workers felt quite a bit or extremely stressed at work;
- 26% of workers said they were "often or very often burned out or stressed by their work";
- Job stress is more strongly associated with health complaints than financial or family problems.

According to NIOSH report, below are the probable causes, job conditions for of job stress:

The Design of Tasks: This entails,

- Heavy workload
- Infrequent rest breaks
- Long work hours and shift work
- Hectic and routine tasks that have little inherent meaning

Not utilizing workers' skills and providing little sense of control will render employees working to the point of exhaustion with little room for flexibility, self-initiative, or rest.

Management Style: When workers do not participate in the decision-making tasks as well as poor communication within a corporation, and no consideration for worker's persona life, for example lack of family-friendly policies.

Interpersonal Relationships: Poor social environment where little help or support is provided.

Work Roles: Too much responsibility with conflicting job expectations can have a negative toll on the workers.

Career Concern: When a worker doesn't know what the future holds and suffers on a daily basis from job insecurity as well as a lack of opportunity for growth, or promotion can be disorienting. These rapid changes catch workers off guard.

Environmental Conditions: When the physical conditions at work are dangerous or unpleasant such as; crowding, noise, air pollution or ergonomic problems.

In the 2000 annual "Attitudes In the American Workplace VI" Gallup Poll, that was sponsored by the Marlin Company, a workplace communications firm that publishes motivational, educational and safety materials for companies throughout North America.

Below is a summary of the findings and results:

- 80% of workers feel stress on the job,
- Around 50% say they need help in learning how to manage stress ,
- 42% say their coworkers need such help (learning how to manage stress);
- 14% of respondents had felt like striking a coworker in the past year, but didn't;
- 25% have felt like screaming or shouting because of job stress,
- 10% are concerned about an individual at work they fear could become violent;
- 9% are aware of an assault or violent act in their workplace,
- 18% had experienced some sort of threat or verbal intimidation in the past year.

The Workplace stress survey was created by the Marlin Company and The American Institute of Stress and another survey was conducted via telephone by Harris Interactive from May 31 to June 17, 2001.

In a press release, the sample characteristics constituents and results of the survey were given as such:

Sample of the survey:

- 751 American workers,
- 18 or older,
- Employed either full- or part-time.
- The margin of error is plus or minus 3.6 percentage points.

Summary of the findings:

- 35% say their jobs are harming their physical or emotional health,
- 42% say job pressures are interfering with their personal relationships,
- 50% say they have a more demanding workload this year than last.
- 19% of say harassment and bullying (physical or verbal) has happened in the workplace in the last year, and bullying goes hand in hand with anger, stress and low job satisfaction.
- 73% of American workers say they would NOT want their boss's job; it seems as if the American Dream is no more.
- 48% say that they at least sometimes have too many unreasonable deadlines and/or too much work to do ,
- 42% feel they sometimes, rarely or never have adequate control or input over their work duties.

"Half of American workers say that they have a more demanding workload this year than they did a year ago, and 38% say they are feeling more pressure at work this year," said Frank Kenna III, President of The Marlin Company. "Stress has become the emotional toothache of the workplace. It leads to serious impairment that can cause big mistakes and serious injuries. As the economy worsens, we need the equivalent of a root canal – employers need to help educate their people on how to fight the infection and ease the pain."

"A bully poisons the well of the entire workplace," said Frank Kenna, III, President of The Marlin Company. "Where bullying exists, workers report higher stress and anger levels, lower job satisfaction and more negative attitudes. The lesson for managers is that if you have a bully, deal with him or her right away. Develop standards on acceptable – and unacceptable – behavior, and create a non-threatening method of reporting abusive behavior. It's too easy to rationalize and to think, 'I need this person. I'm going to hope this goes away.' Fifty people under that person may be miserable and THEY may go away."

A 2000 Integra Survey (International Association for Human Values, 2004)

- 65% of workers said that workplace stress had caused difficulties
- more than 10 percent described these difficulties as having major effects;
- 10% said they work in an atmosphere where physical violence has occurred because of job stress and in this group,
- 42% report that yelling and other verbal abuse is common;
- 29% had yelled at co-workers because of workplace stress,
- 14% said they work where machinery or equipment has been damaged because of workplace rage
- 2% admitted that they had actually personally struck someone;
- 19% or almost one in five respondents had quit a previous position because of job stress
- nearly one in four have been driven to tears because of workplace stress;
- 62% routinely find that they end the day with work-related neck pain, 44% reported stressed-out eyes, 38% complained of hurting hands and 34% reported difficulty in sleeping because they were too stressed-out;
- 12% had called in sick because of job stress;
- Over half said they often spend 12-hour days on work related duties and an equal number frequently skip lunch because of the stress of job demands.

The above summarized findings of the surveys are supported by many other studies that put certain aspects into perspective.

A. Violence an increasing problem in the United States of America

According to Bureau of Labor Statistics the results of the Census of Fatal Occupational Injuries (CFOI):

- In 2010, 4,547 fatal workplace injuries took place
- 506 of those cases were workplace homicides.

As such, homicide has become the leading cause of death for women at work.

According to Occupational Safety and Health Administration (OSHA) statistics:

- An average of 20 workers are murdered each week within the United States
- About 18,000 workers per week (or about a million a year) are victims of non-fatal workplace violence, such as sexual and other assaults where the victim is working.

The above figures are probably higher as many cases or not even reported. Furthermore, postal workers have witnessed so many fatalities due to job stress that "going postal" has become a term used in the American language. In addition to that, terms like "Desk rage" and "phone rage" have also become increasingly common to use to describe certain situations that have gone out of control.

B. Employers are working harder and longer hours

According to International Labor Organization study in 2000:

– Until around 1995, Japan held the record of employees working harder, however; the Americans now work almost a month more than the Japanese, and three months more that the Germans.

– Americans work an extra 40-hour work week in 2000, compared to the ten previous years.

C. Absenteeism due to job stress has increased

The European Agency for Safety and Health at Work reported that:

According to the survey (2000) of 800,000 workers, in over 300 companies:

– From 1996 to 2000, the number of employees calling in sick because of stress tripled.

– Around 1 million workers are absent every day, cause: Stress.

– More than 50% of the 550 million working days lost annually in the U.S. from absenteeism, the main cause is stress related.

– One in five of all last minute absenteeism is due to job stress.

– If this occurs in key employees it can have a domino effect that spreads down the line to disrupt scheduled operations.

– Unanticipated absenteeism is estimated to cost American companies:

   o $602.00/worker/year and
   o The price tag for large employers could approach $3.5 million annually.

According to the annual 2004 Attitudes in the American Workplace Gallup Poll 1997 a three year study conducted by one large corporation found that:

- 60% of employee absences could be traced to psychological problems that were due to job stress.

D. Cost of Job Stress to Employers

According to the Department of Labor:

- Approximately 18,000 employees miss work due to non-fatal violent injuries sustained at work, annually.
- 40% of those employees miss at least one week of work
- 20% of those employees miss at least three days of work

According to the U.S. Department of Justice, Bureau of Justice Statistics (July 1994)

- Employees who are victims of assaults at work miss an average of 3.5 days per crime.
- Due to the missed days at work, over $ 55,000,000 in lost wages were recorded, annually (not including the sick days and annual leave).

A 2008 survey of 455 employers conducted by Mercer, sponsored by Kronos Incorporated found that:

-Employee absence (both planned and unplanned) costs organizations the equivalent of 36% of their base payroll on average.

-Unplanned absence (sick leave and disability leave) costs organizations the equivalent of 9% of their base payroll on average.

-Employees sustain a productivity loss of 21% for unplanned absence, compared to just 15% for planned absence.

According to a University of Western Australia study private business lose:

- At least $2 billion a year in lost productivity.

-On average 2.7 % of the Australian workforce or 270,000 people are absent on unscheduled leave on any given day.

The Confederation of British Industry (CBI) estimated annual cost to business of absenteeism in the UK equal to £19.9 billion.

According to William G. Bliss in his article (April 8, 2012)

William G Bliss is the President of Bliss & Associates Inc., a Wayne, NJ consulting firm providing advisory services to entrepreneurial companies. Bliss prepared a comprehensive checklist of items included when calculating the cost of turnover in any organization.

To determine the costs:

– Hourly and weekly cost of salary plus benefits of the vacant position
– The management staff
– The recruitment staff and others

Bliss also gave an example in order to show that, once the calculations are done, the cost is compared to the Percentage of the worker's annual compensation as such:

– 150% of the employees annual compensation figure
– Significantly higher than 200% to 250% of the annual compensation of managers and sales positions.

To clarify his point, Bliss gave the below example:

– Assume the average salary of employees in a company is $50,000 per year.
– Taking the cost of turnover at 150% of salary

- The cost of turnover is then $75,000 per employee who leaves the company.
- For the mid-sized company of 1,000 employees who has a 10% annual rate of turnover, the annual cost of turnover is $7.5 million!

After giving his checklist (which is provided in the Appendix), Bliss came to the below conclusion:

After calculating and adding all the costs, and going back to the example, $50,000 per person can easily reach $75,000 to replace them. Bliss also argues that the costs and impact related with an employee who leaves can have a toll on that company. However, Bliss continues to explain that this doesn't eradicate all turnovers, but that consideration must be given to the high cost and severe impact on a company. He also proceeds by giving a solution that will easily pay for itself in s short period of time: a well thought-out program designed to retain employees.

E. Stress due to job insecurity has skyrocketed

According to the International Labor Organization, 1999 government study reported

- More jobs were lost in the previous year compared to any other year in the last half century.

- The number of workers who fear losing their job and are stressed due to their job insecurity has more than doubled over the past decade.

According to the International Labor Organization, a February 2000 governmental poll:

- Almost 50 % of employees were concerned about retaining their job

That same year saw massive layoffs because of the bankrupcies, down-sizing and the failure of more than 200 Dot.Com companies. The unemployment rate by the end of the year was the highest it had been in 16 months.

Ever since then, things have only gotten worse. On September 10, 2001 a report was released stating that "more than one million Americans lost their job this year, 83% higher than last year's total."

One day after this announcement, the Twin Towers disaster occurred, adding to the problems arising from job insecurity and job stress. As an example the collapse of Enron and the repercussions it caused on other companies and employees. The next couple of years will see the outbreak of all the accounting irregularities and the end of many organizations.

According to NEW YORK (CNNMoney), in a more recent article written by Annalyn Censky on April 9, 2012 things are not looking any brighter nowadays either.

TOTAL U.S. JOBS
140 MILLION

Obama enters office. 4.4 million jobs already lost

2.7 million jobs gained back so far

Another 4.3 million jobs cut

137

134

131

128 JAN 2008 ⟶ DEC 2011
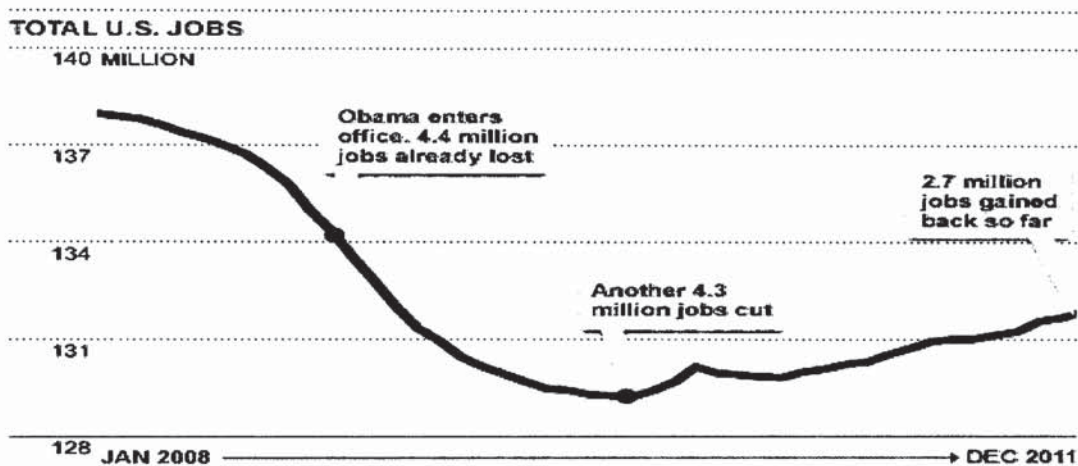
Figure 5: Total Us Jobs (January 2008 - December 2011)

(Source: Bureau of Labor Statistics)

In the US the job market may be showing some signs of recuperation but it still has a long way to go. The Labor Market's trajectory:

- From top (January 2008) till Bottom (February 2010): 8.8 million jobs were cut, with unemployment rate scoring highest 10% (October 2009).
- Unemployment has become a bigger issue nowadays.
- As of December, the number of unemployed people reached 13 million.

In the words of Dean Baker, co-director of Center for Economic and Policy Research:

> *"Having a high level at 8% unemployment, that's going to be hard for him to overcome. If I'm President Obama, I don't want to be in the position of telling people this is a good economy that strategy is going to fall flat."*

This article sets the light on the different mentality that people now have towards unemployment and economy; reinforcing the concept of job insecurity acting as a major stressor in a worker's daily life.

According to an article in the Associated Press, written by Pan Pylas (May 3, 2012) *Eurozone unemployment hits record high, threatens deeper recession*, Europe is not fairing any better than the US. Below is a summary of the main ideas in the article:

- In the 17 –member Eurozone, unemployment rose by 169,000 in March indicating an employment rate of 10.9 % which is the highest level reached since the launching of euro in 1999.
- In the words of Jonathan Loynes, Chief European economist at Capital Economics, "There may be a growing consensus on the need for growth in the Eurozone but with unemployment rising and industry slumping; a prolonged recession looks much more likely."
- Spain has the highest unemployment rate at 24.1 %, Austria the lowest at 4% and Netherlands at 5%.
- 17.4 million people are unemployed in the Eurozone.

– Across the wider 27 counties in the European Union, the unemployment rate was at 10.2% same as was recorded in February yet higher than the 9.4% of last year.

When it comes to the Arab World, according to Dorothea Schmidt, Senior Employment Expert in the International Labor Organization (ILO) office in Cairo, one of the major reasons for the popular uprisings in the Arab world is due to the extremely high youth unemployment rate that recorded a 23.4% in 2010.

Another article in Forbes, Arab Unemployment Frustration is the Real Danger, written by Stephen Pope (February 3, 2011), more data on the unemployment rate are given. Below is a summary of what the article included:

– According to the International Labor Organization (ILO), the Arab world is the region with the highest rate of unemployment in the world; reaching 10.3% compared to 6.2% (average globally).
– As the Global Employment Trends 2011 puts it, the youth in the region face critical times as the unemployment rate for people up to age 25 years is estimated to be 40%.

A European Commission survey found that:

– More than 50% of the 147 million workers in the European Union have complained of having work overload, and forced to work very fast in order to meet the tight deadlines.
– Around 50 % of those employees reported that they have short, monotonous job tasks with no chance or opportunity for job rotation.

The side effects of workplace pressures:

- 30% of workers suffer from back pain
- 28% complain of "stress"
- 20% feeling fatigued
- 13% with headaches

F. Reduced Employee Productivity

According to Dr. E. Thomas Garman (2004):

– The number of Hours of reduced productivity is: 20 hours per-month/per-employee.

Financially stressed employees get distracted mentally with all the debt and payment deadlines they have to meet. A lot of on-the-job time wasted carries a burden not only on the organization, but also on the employee who as to worry about meeting deadlines at work as well.

According to Good Morning America "absentee-ism has tripled at the workplace in the last year due to stress" .*Good Morning America, ABC TV, 2001*

The United Stated has as an estimated annual costs of stress, as a whole range from $200-$300 billion. The impact on employers includes decreased performance, productivity and quality, more accidents and injuries, increased healthcare costs and higher levels of absenteeism and turnover. "Organizations that ignore the impact of stress on their employees and their productivity do so at their own peril." - DeFrank and Ivancevich 1998

According to a survey conducted by High Hopes, Little Trust; the biggest concern among young workers (49% of women and 45% of men) is not having enough time for their family and work responsibilities. *Survey conducted by High Hopes, Little Trust: A Study Of Young Workers And Their Ups And Downs In The New Economy, 1999.*

According to the 1997 National Study of the Changing Workforce, Families and Work Institute, 88% of employees said that their jobs require them to work longer hours, and 68% complained of having to work at greater speeds

According to the Los Angeles Department of Water and Power its work and family program reduced turnover and improved recruitment and estimates that the program yields a return of $10 for each dollar invested.

According to data from the Bureau of Labor Statistics, workers who must take time off work because of stress, anxiety, or a related disorder will be off the job for about 20 days. *Bureau of Labor Statistics*

According to the American Psychology Association, claims that stress is America's No. 1 health problem, and "job stress is the major culprit." Twenty six percent of adult Americans reported being on the verge of a serious nervous breakdown. *American Psychologist, 2000*

According to Behavioral Healthcare, Seven of the top selling drugs worldwide are either anti-depressants or anti-ulcer Medications and stress is cited as a prime factor in the need for both. - *Behavioral Healthcare, 2002*

According to data from the Bureau of Labor Statistics, workers who must take time off work because of stress, anxiety, or a related disorder will be off the job for about 20 days. *-Bureau of Labor Statistics*

In an article published in The Wall Street Journal, by Rachel Emma Silverman, entitled; *"Where is the Boss? Trapped in a meeting"*, the allocation of time of chief executives is being questioned. According to the findings of a study known as the Executive Time Use Project by a team of scholars from London School of Economics and Harvard Business School, CEOs spend a third of their work time in meetings.

This team of scholars has studied the day-to-day schedules of more than 500 CEOs from around the world in order to pinpoint how they organize their time in a 55-hour workweek.

Below is a chart that summarizes their findings:

Time Crunch

Breakdown of CEOs' time in a 55-hour workweek, on average:

2 PHONE CALLS

2 CONFERENCE CALLS

2 PUBLIC EVENTS

18 HOURS MEETINGS

5 BUSINESS MEALS

20 MISCELLANEOUS*

6 WORKING ALONE

*Travel, exercise, personal appointments and other activities

Note: Survey drawn from 65 CEOS whose activity was recorded in November 2009

Source: Executive Time Use Project

The Wall Street Journal

Figure 6: Breakdown of CEO's time in a 55-hour workweek

(Source: Executive Time Use Project)

A company's performance is affected by whom CEOs met. For example, in their Italian sample, meeting with external figures did not affect the firm's productivity. It was the internal meetings that led to better performance.

According to a research done in the United Kingdom of England by Personnel Today's sister publication Employee Review, the survey of 140 employers with a combined workforce of 34,000 staff, showed that employers are failing to improve staff retention. Even though the findings from the Chartered Institute of Personnel and Development put the cost of replacing a worker in 2007 at £4,667, and £10,000 for a senior manager, 42.1 % of the employers do not attempt to manage staff retention.

The research also shows that pay had far less influence on employee's decision making than opportunities to grow in their career, given more responsibility by being consulted and kept informed, as well as having faith in the company's leadership.

According to the employers questioned, the changes to which staff retention is susceptible to include:

- 74% the way in which employees are managed
- 69% Ownership and leadership
- 68% pay and benefits
- 65% recruitment procedures
- 55% work organization, careers and training
- Only 40% of employers introduced the availability of flexible working despite the fact that it was linked to improved engagement and retention.

According to an article posted on the BBC News website (September 15, 2009), the recently highly-publicized 23 suicides at France Telecom are not statistically unusual as they reflect the high levels of depression amongst workers. For the suicides to happen at a company that is considered the jewel of the French technological world has brought attention to the real reason behind the gruesome acts.

The suicide victims blamed their company for their deaths in suicide notes or by committing the act at work. Unions blamed the 28 suicides in 2000 and one more in 2002, partly on France Telecom's constant restructuring and working conditions, to which the management admits. However, France Telecom also states that 23 suicides in 18 months is within the normal range considering it has 100,000 personnel. The suicide

rate in France in 2004 was 15 per 100,000 which put France Telecom in an enough worried state to take several measures in response to the suicides.

While the British and American joke of the French worker's easy working life (35-hour week, the alleged two-hour lunch break and long holidays), the World Health Organization opposes this concept by stating that France has one of the highest industrial-related suicide rates in the world. The US and Ukraine have more cases of work-related depressions. Similarly, the CGT, which is one of France's biggest Unions, claims that there are 300 – 400 suicides a year directly related to working conditions. Also, TNS Sofres, a polling group carried out a survey two years ago on the problems at work. Three quarters of those surveyed summed up their work life in the word "stress".

France Telecom is not the only commercial enterprise to suffer such incidents as in February 2007; the working conditions at Renault were questioned after the third suicide in four months occurred at Guyancourt, Yvelines, and the carmaker's state-of-the-art plants. The reason for these suicides was associated with too much pressure from managers.

Below is a comparison chart (2005) of the suicide rates per 100,000:

The relatively high rate suicide rate in France compared with other industrialized countries has prompted soul-searching about job-related stress.

Suicide rates per 100,000

	MEN	WOMEN
Lithuania	68.1	12.9
Russia	58.1	9.8
Hungary	42.3	11.2
Japan	34.8	13.2
Belgium	31.2	11.4
South Korea	29.6	14.1
Poland	27.8	4.6
France	26.4	9.2
Czech Rep.	25.5	5.6
Hong Kong	22.0	13.1
Germany	19.7	6.6
Sweden	19.5	7.1
United States	17.7	4.5
Canada	17.3	5.4
Norway	15.7	7.4
Netherlands	12.7	6.0
Spain	12.0	3.8
Italy	11.0	3.4
Britain	10.4	3.2
Greece	5.9	1.2

Data for latest year available, in most cases 2005.
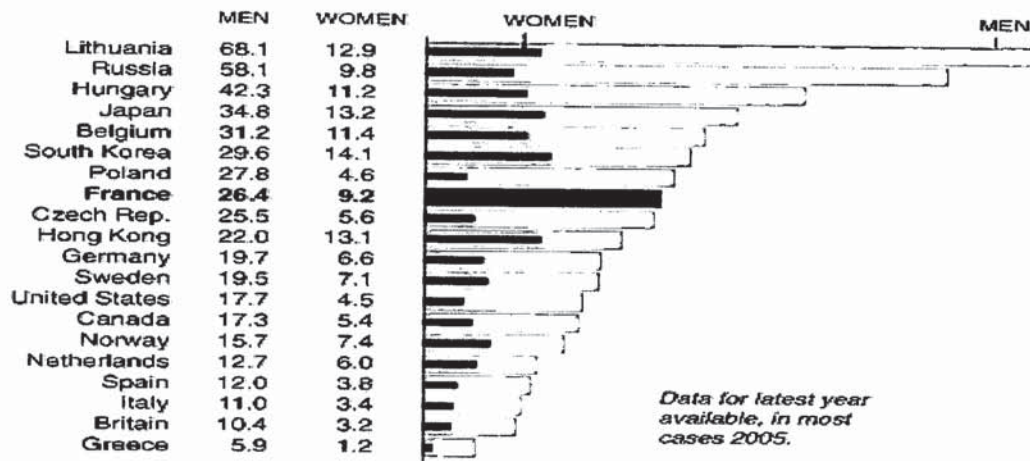
Figure 7: Suicide Rates (2005)

(Source: World Health Organization)
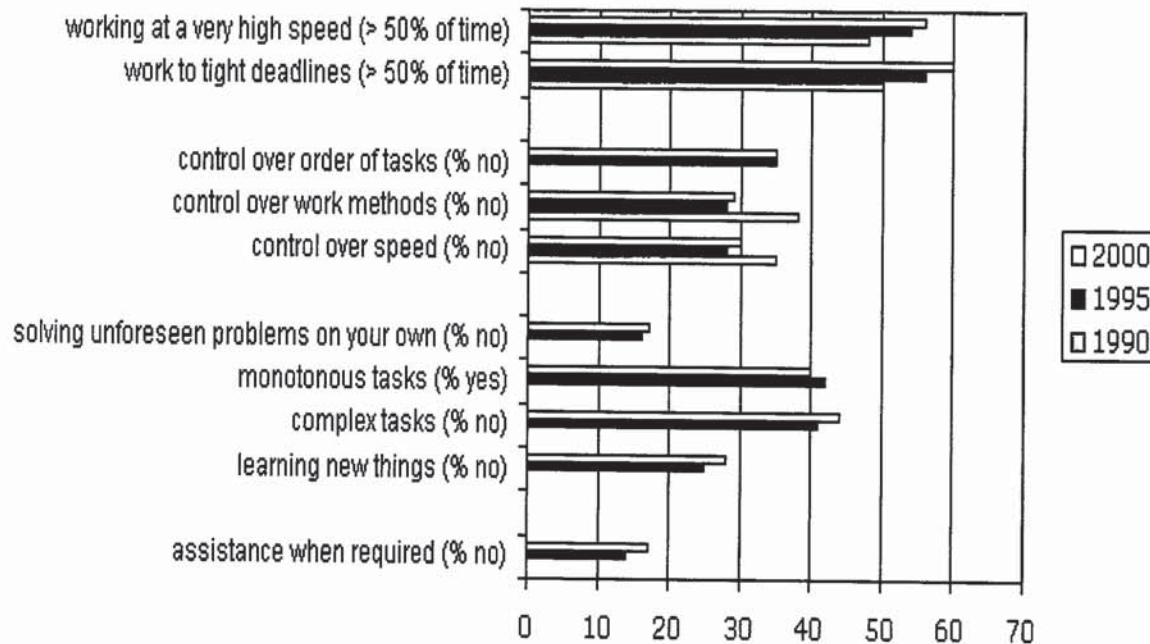
Figure 8: European Working Conditions Survey – Risk Factors

(Source: European Foundation for the Improvement of Living and Working Conditions)

The above figure shows:

- Work intensity has been increasing mainly first half of 1990s
- Reduction of workers reporting low autonomy (only at beginning of last decade).
- Increase in the percentage of workers reporting they could not receive assistance from colleagues when required (probably because of increase in the intensity of their work).
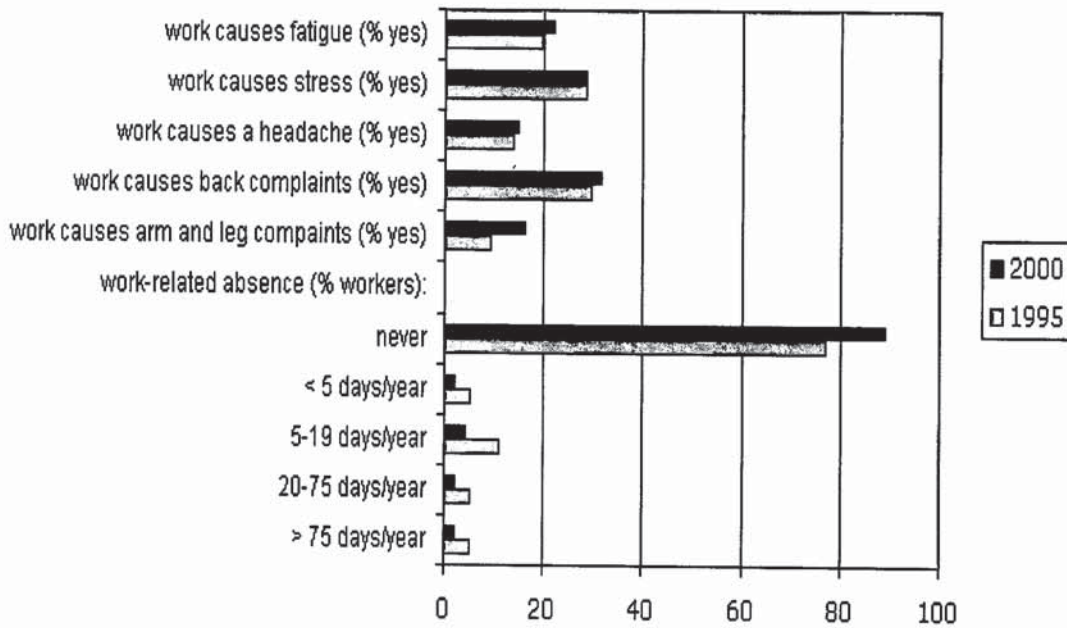
Figure 9: European Working Conditions Survey – Outcomes of Work Stress

(Source: European Foundation for the Improvement of Living and Working
Conditions)

The above figure shows:

–   A rise in work-related complaints over the period 1995-2000

–   Decline in self-reported absence over this period. This is a multi-causal
    outcome:

    •   Partly related to psychological risks

    •   Related to economic fluctuation

    •   Changes in social security legislation

According to an article in The Daily Star, "Tips for reducing the stress of living in Beirut", written by Alex Taylor (February 14, 2012) living in Beirut, the Capital of Lebanon, has become a daily hassle due to the stressful environment fueled by traffic, and "living with the constant unexpected".

In the article, Dr. Brigitte Khoury, founding president and general secretary of the Lebanese Psychological Association, also a clinical psychologist at the AUB Medical Center, states *" It's stressful not being able to predict things even on the personal, micro level – from water and electricity to the security and safety situation on a larger level. All of these things accumulate to make living in Beirut one of the most stressful cities in the world. Stress is a reality of life, especially in a high-strung city like Beirut."* Experts explain that excessive stress can have detrimental effects on our behavior, mental and physical health. Dr. Khoury goes on to explain that among the health problems arising from excessive stress are anxiety, panic attacks, and depression as mental health issues.

In order to further explain this point of view, Dr. Michel Nawfal who is a mental health professional, a medical doctor and clinical psychologist, agrees with Dr. Khoury's point of view by explaining; *"I believe that the city is mostly affected by the stress caused by traffic, the stress due to pollution – including noise pollution – and the stress of expenses. Beirut also can be stressful because of the variety of cultures, religions and political affiliations. This can be a positive thing but very often it creates friction and distress, which is not very common in cities where you have less variety."* According to Dr. Nawfal, prolonged stress can increase the level of the hormone cortisol which acts as an immunosuppressant. That is, as the levels of cortisol increase, the immunity of a person drops. Some of the physical ailments that are associated with high levels of stress are muscle pains, chronic headaches, insomnia, fatigue, and stomach ulcers. Stress affects also the behavior of a person whether affecting personal relationships, mood, or work performance, the damages can be destructive without personal awareness. As for the mental effects of stress, Dr. Nawfal continued and explained, *"A person's cognitive functions become less accurate. A person becomes*

less sharp in judgment, in planning, in memory and concentration. This reflects in their behavior. A person can make a bad decision if they are under stress because they are not thinking rationally."

As possible solutions, both experts gave the following suggestions:

- Be aware of the effects of stress
- Learn how to balance demands of life
- Take breaks, vacations
- Exercise for 30-45 minutes, three times a week
- Perform Leisure exercises (playing tennis, skiing, anything fun for you)
- Be aware of what you eat. Diet is very important because of the chemicals in the brain (neurotransmitters) that are affected by the food eaten. An example of neurotransmitter is Serotonin – which regulates mood, sleep and anxiety is found in leafy greens and other vegetables.
- Limit the intake of alcohol, smoking, excessive noise
- Listen to relaxing music, breathing slowly, think of night plans to alleviate tension due to traffic.

On March 30, 2010 "The Adventures of Salwa" Campaign in Lebanon is launched. This campaign aims at fighting against all forms of sexual harassment, physical or verbal abuse against children, girls, and women. Because of the drastically increasing incident rates, it is important that universities, schools, streets, workplaces and public transport recognize this plague invading the country.

Five young women aiming at increasing the awareness related to sexual harassment have implemented this campaign in order to give a chance to all those abused people to talk about their painful experience. The way in which this campaign was launched was by having "Salwa's" adventure cartoons and videos available throughout all media channels, hold several meeting with the victims to share their experiences to prevent other cases from happening. Other than the webpage, where

victims can post their own experiences, a booklet to guide young women to defend themselves is being prepared to add in the "Salwa Bags"

The campaign calls upon the Lebanese government to draft a Penal Code that will criminalize sexual harassment to protect people subjected to it.

According to another article written in Daily Stars (April 21, 2012), a program was organized by the Lebanese Counsel to Resist Violence Against Women and was funded by the U.S. Embassy's Middle East Partnership Initiative. The year-long "Together We Make a Change ... Stop Sexual Abuse" program brought together more than 2,500 boys and girls, from twenty schools in Beirut and North Lebanon, to teach them awareness on the subject of sexual abuse and harassment.

Also, a 16-week Aikido program was offered by the Aikido Union of Lebanon that taught four hundred fifty girls 130 skills to defend themselves in case of abuse. Randa Yassir, the project manager, said the aim of this program was to voice out "the idea that any person can attack them, or sexually abuse them, either by words or by touching," and teach them to "understand the differences between flirting, let's say, and sexual harassment."

Yassir also brings up the flaws of upbringing and of the culture in Lebanon by stating that *"Traditionally, in our society, we have always been told that as women we are the weaker members of the family; if your brother hits you, you are told not to hit him back."* She also added, *"It's something cultural in our minds, making us think that as physical beings we are not ready to defend ourselves. So if someone is sexually harassing us, trying to rape us ... we surrender because we believe he might be able to hurt us more if we try to defend ourselves or try to struggle and this idea makes us have this lack of self-confidence."* Yassir also explained that teaching girls that their behavior and attire may lead them to become victims of sexual harassment, and that their silence is encouraged when hearing threatening comments *"are all incorrect ways of thinking"*.

In December 2011, **according to an article in The Daily Star (January 30, 2012)**, The Sexual Harassment Support line in Lebanon was opened. This support line can be used by victims who call in order to get moral support, as well as medical and legal referrals. The Sexual Harassment Support line began publicizing in January by passing out fliers at the anti-rape march on January 14, 2012, posting their number (76 67 63 68) on the Facebook page of Nasawiya which is the feminist collective group of the Adventure of Salwa campaign. Currently Lebanon has no particular legislation against sexual harassment.

According to Brodsky (1976) who conducted a pioneer work on harassment at work, saw sexual harassment as only one out of five types of work harassment:
- Name Calling
- Scapegoating
- Physical Abuse
- Work Pressure

He also defined harassment as all the above acts that are constantly repeated in order to torment or frustrate a person, as well as all the repeated behaviors that end up provoking, frightening and intimidating the recipient.

Generic harassment at work is claimed to be a more crippling and devastating problem for employees than all other work-related stress put together and may be seen as a rather severe form of social stress at work (Wilson, 1991; Niedl, 1995).

According to Leymann and Gustafsson (1996) the observations on personality, whether depression, low-self esteem, and anxiousness amongst others, is seen as consequences of bullying or harassment. The phenomenon that is diagnosed is claimed to be the destruction of personality.

Leymann (1993) also attributes the following four factors as main causes in eliciting harassment at work:

- deficiencies in work design;
- deficiencies in leadership behavior;
- socially exposed position of the victim; and
- Low moral standard in the department.

Chapter 3

PROCEDURES AND METHODOLOGY

3.1 Introduction

"As a user of marketing research, I gain so much from a well-crafted research project. You can implement marketing programs so much more vigorously when you are confident you understand what is currently important to the customer." Justin Stead, VP International, Fossil, Inc., Richardson, TX

Corporations aiming at improving constantly and continuously achieve innovation must take important decisions in a fast-paced environment. In order to do so, diligently, corporations require knowledge and skills that can be provided through research. The data collected offers corporations possible solutions to crucial business dilemmas that arise amidst this vigorous domestic and global competition.

"Research is formalized curiosity. It is poking and prying with a purpose."Zora Neale Hurston quotes (American folklorist and Writer, 1903-1960). Research is the basis of almost every strong foundation. In the business world, problems can sometimes lead to opportunities. Pure judgment and intuition are not the basis of sound decisions. The identification, collection, analysis, dissemination and use of information are considered rather vital in order to capitalize on the available opportunities.

The topic of stress-related conflicts arising in corporations and resulting in depersonalization of employees sets light on the current work environment in the Lebanese companies. Business managers in Lebanon still do not apprehend the extent to which this issue affects the workforce and its productivity. Workplace performance, job satisfaction, productivity and loyalty of employees are some of the subjects tackled by this study in an attempt to reinitiate the importance of this aspect in our modern business days.

In this chapter, the methodology and research procedures are presented. Besides referring to relative secondary data, in order to better address the research problem, crucial primary data, obtained through questionnaires and interviews, was also collected.

3.2. Hypotheses

In order to test the main hypothesis, whether job stress has detrimental effects on Lebanese Organizations, it was broken down into three sub- parts.

H1: Harassment, which leads to unhealthy relations, is the main cause of job stress in the Lebanese corporations.

Job stress is represented by Harassment as it is the main cause of job stress in Lebanese organizations.

H2: Harassment leads to unhealthy Human Relations at work.

From the questionnaire Harassment is appears in the questions related to whether the participant is being picked on at work or whether he/she takes part of arguments that occur   at   work.

H3: Harassment creates workplace stress thus decreasing Performance.

From the questionnaire, Performance will be tested by the answers participants give to meeting deadlines, absenteeism and the conflicting demands of people at work.

H4: Harassment affects Morale in such a way that it attains behavior.

From the questionnaire, Morale will be tested by the reply participants give on control, absenteeism, and feeling of not being liked at work.

3.3 Research Methodology

According to Merriam-Webster (http://www.merriam-webster.com/dictionary/research), research means,

" studious inquiry or examination; especially : investigation or experimentation aimed at the discovery and interpretation of facts, revision of accepted theories or laws in the light of new facts, or practical application of such new or revised theories or laws. " As for methodology it is defined as *"a body of methods, rules, and postulates employed by a discipline: a particular procedure or set of procedures."* (http://www.merriam-webster.com/dictionary/methodology).

That is, unlike algorithm, a methodology is not a formula, but it is rather a set of practices. Thus, research methodology is the means we utilize to conduct our research or examination of new theories. In this study, in order to increase the credibility and validity of the results, triangulation method was used. In the words of Cohen and Manion (1986) define triangulation as an "attempt to map out, or explain more fully, the richness and complexity of human behavior by studying it from more than one standpoint."

Denzin (1978) identified four basic types of triangulation:
- *Data triangulation:* involves time, space, and persons
- *Investigator triangulation:* involves multiple researchers in an investigation
- *Theory triangulation:* involves using more than one theoretical scheme in the interpretation of the phenomenon
- *Methodological triangulation:* involves using more than one method to gather data, such as interviews, observations, questionnaires, and documents.

In this study, more than one method was used to gather data: interviews were held, questionnaires were sent and filled (personally, via mail and telephone), as well as, secondary data was gathered. The Methodological triangulation method was used

because the objective is to find and give solutions knowing that each data collection has its own imperfections, of which we will discuss in details further below.
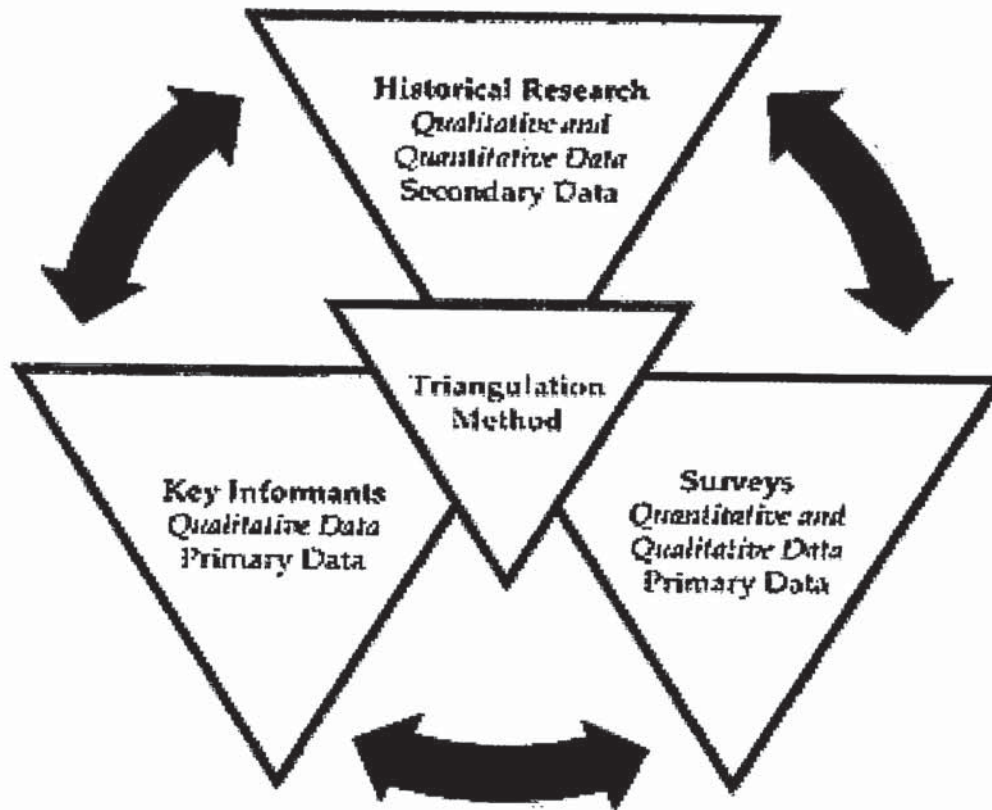
Figure 10: Triangulation Method
(Source: Conducting a Social Profile
http://www.watershedplanning.illinois.edu/profile_steps/step3.cfm)

Since this research is not only based on or heavily relies on only one data source, the mixed approach should ensure a balance to the results.

3.3.1 Primary Data

Primary data are data collected by the researcher in order to study a specific research problem that is not found in existing data. Primary data is obtained directly from first-hand experience, from the market. The popular methods to collect primary data consist of surveys, interviews and focus groups. For this study, primary data was collected via questionnaires that were collected via paper directly, and via telephone and e-mails.

Questionnaires

A questionnaire is a research instrument that consists of series of questions aiming at gathering relative information that tend to shed light on the research problem. The questionnaires helped gather primary data about attitudes, beliefs, and thoughts that enlightened different aspects of the research problem. The types of questions asked were mostly close-ended questions, with only two open-ended questions.

"Close-ended questions"

According to Dillman, the close-ended questions gave the respondents the choice to opt for selecting several answers from a fixed set of responses. Below are the types of close-ended questions that were included in this questionnaire:

- o **YES/NO questions** - Respondent where limited to answers with a "yes" or a "no", with "sometimes" or "don't know" as an additional choice. For this study, it was important to know the knowledge that the respondents had towards this topic and the extent to which they truly grasp it, that is why it was necessary to add the "sometimes" and "don't know" options.

- o **Multiple choice questions** – This type of question was also used in the questionnaire, where the respondent had several options from which to choose. This type of question may be regarded as promoting biased answers resulting from suggesting responses to individuals. However, for the sake of this specific study, all the responses had to be related to work stress (causes or effects). Extensive research was done prior to selecting the relative responses. By that, the errors of having respondents answer the questions by deviating to external stress factors were limited according to the need of the study. Furthermore, respondents found this type of question the most favorable since it was less-time consuming and easier for them to remember factors they might have forgotten during that time of the day.

- o **Scaled questions** - Responses are graded according to a Likert-type scale. When a respondent answers a Likert questionnaire item, he/she specifies the level of agreement or disagreement on a symmetric agree-disagree scale for a series of statements. By using this method, the range will enable the researcher to capture the intensity of the respondent's feelings for a given item or concept.

Despite the fact that many psychometricians prefer using seven or nine response levels, a study made by Dawes, John (2008) proves otherwise. In his study, DAWES shows that a five-ordered response level, when compared to a 10-pint scale, may prove to have slightly higher mean scores relative to the highest possible attainable score. This difference was also statistically significant.

Below is an example of the Likert-type scale that was used in this questionnaire:

| 1 | 2 | 3 | 4 | 5 |
| Never | Rarely | Sometimes | Often | Nearly All the TIME |
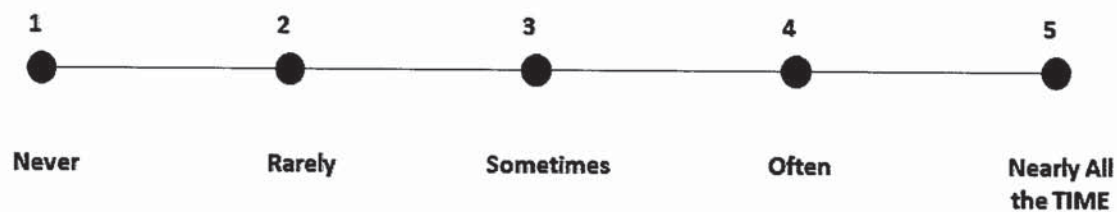
"Open-ended questions"

The open-ended questions, according to Dillman, are questions with no predefined responses or any suggestions. The respondents are given the freedom to answer without having any constraints. In this questionnaire, only two open-ended questions were used. Despite the fact that open-ended questions can be a valuable source of input, most respondents wanted the least time- consuming questions available. In addition to that, open-ended questions would require extensive coding and might lead to a larger item non-response. Below are the types of open-ended questions that were included in this questionnaire:

o **Completely unstructured** question – respondents were asked to define job stress according to their own experience. This specific question was asked as an open-ended question in order to grasp how well respondents knew what job stress is and how would they relate it to their work experience.

o **Word association** - Words are presented and the respondent mentions the first word that comes to mind. This question aimed at discovering the timing, extent and possible external factors that may affect respondents' stress levels at work. The respondents were asked to write down whatever comes first to their mind when they think of going to work in the morning, during the lunch break and at the end of a working day.

The questionnaire was distributed to fifty companies, among 5 sectors: financial, commercial, industrial, services and educational. In every company, questionnaires were distributed to at least one manager and one employee. The resulting total sample is seventy five, by which the error and bias were not completely eradicated, but rather considerably reduced.

Some questionnaire where filled via email, the rest were handed out and filled on the spot, face to face.

"E-mail questionnaires"

It's an electronic method by which questionnaires are directly sent via e-mail. This concept even dates back to the late 1980s and early 1990s, before the Web was so widely available, e-mail was first explored as a survey mode.
This method has both advantages and disadvantages:

- o Advantages of e-mail questionnaires :

- Cheap to conduct, they have a low cost
- Fast way to reach to a large group of people, a list of email addresses needs to be entered and with one click it is sent

- o Disadvantages of e-mail questionnaires :

- Questionnaires may be considered as SPAM and sent to junk mail.
- Difficult or unclear questions cannot be explained thus respondents will have to fend on their own.
- Not all questions will be completely answered.

"Face-to-face questionnaires"

Most of the questionnaires were gathered directly faced-to-face. This specific method has, as advantage, a higher response rate. Also, should the respondents have any inquiries on a specific question; answers can be directly provided by the researcher.

For this study, it was important to make as many face-to-face questionnaires as possible because of the great added value this method brings. While filling the questionnaires, notes were recorded on the respondents' attitudes, questions and reactions made to the questions asked. Because only two open-ended questions were asked, the researcher was able to control the amount of time taken for the completion of the questionnaire by allocating more or less time on certain questions according to need or clarification.

The questionnaire was also translated to Arabic and French, in order to accommodate the literacy level of all people. Hard copies of the questionnaire in English, Arabic and French were always made available to each respondent.

A list of the companies that made up the sample, the cover letter sent and the questionnaire distributed are made available in the appendix.

Interviews

An interview is a formal discussion between an interviewer and an interviewee. This conversation leads to an exchange in valuable information which helps get further insight on a certain topic. For this study, several interviews where held, one of which was an informal interview, another one a more general interview guide approach and two were formal interviews.

"Informal Conversational Interview"

Gall, Gall, and Borg (2003) identified the informal conversational interview as the purpose of relying "...entirely on the spontaneous generation of questions in a natural interaction, typically one that occurs as part of ongoing participant observation fieldwork" (p. 239). That is, during an informal interview, the researcher does not have a specific set of structured questions but rather goes with the flow of the discussion. Depending on the interaction, the researcher asks the appropriate questions in order to better grasp the generalities of the topic. This type of interview was done at an early stage of the research, in order to get better acquainted with the topic.

This type of interview was done with:

- o Dr. Fadi Khalaf: Secretary General of Arab Federation of Exchanges, Former President of Beirut Stock Exchange.

"General Interview Guide Approach"

According to McNamara (2009), the strength of the general interview guide approach is the ability of the researcher "...to ensure that the same general areas of information are collected from each interviewee; this provides more focus than the conversational approach, but still allows a degree of freedom and adaptability in getting information from the interviewee" (Types of Interviews section, para. 1).

This type of interview was done with:

- o Dr. Naji Bejjani: co-founder of NBTS (Naji Bejjani Training System- and Managing Director for the Middle East of OnTrack International, one of the top European Training & Consulting Companies. Dr. Bejjani

provided several useful materials as well as shared valuable information on Lebanese organizations' current situation.

o Mr. Fadi Kmeid: Project Manager at Rosso Nero – Michel Zoughaib.

o Human Resource Manager of Indevco (the name won't be revealed upon his request).

o Advantages of informal and general interviews :

- Allowing new ideas and issues to arise
- Collecting collective data. That is, asking questions in order to understand the meaning of the interviewees as well as an insight to their behavior.
- Having flexibility in asking the questions, like changing the order or further explaining them to the interviewee.
- Allowing for long and complex responses.

o Disadvantages of informal and general interviews :

- Difficulty in comparing answers since the interview did not have a standardized form.
- By probing for the behavior of the interviewee, the objectivity in responses may be jeopardized. Even the reaction of the interviewer to the responses, like nodding the head, might also affect the tone of the respondents.
- Having flexibility in asking the questions may render them too complex, thus their answers may be hard to analyze.
- Difficulty in making a large number of interviews given the time needed by the interviewer.

- Hiding the identities is not possible as the informant is revealed to the researcher in face-to-face meetings.
- Revealing the truth and what really happens will not always be given by interviewees. They will rather help explore the reasons and interpretations rather than finding out what really happens.

All interviews where followed by a thank you note that was sent via email. It is available in the appendix.

3.3.2 Secondary Data

According to Booth, Colomb and Williams, "Secondary sources are research reports that use primary data to solve research problems, written for scholarly and professional audiences. Researchers read them to keep up with their field and use what they read to frame problems of their own by disputing other researchers' conclusions or questioning their methods. You can use their data to support your argument, but only if you cannot find those data in a primary source."

Similarly to Malhotra who discusses this issue in his book entitled "Basic Marketing Research", secondary data is usually collected for a different purpose than the problem at hand. It is an inexpensive and time-saving way to collect data. Some examples of secondary data sources available are state reports, statistical abstracts, historical studies, and other published literature. These data cover a broad spectrum of subjects at minimal cost and effort. However, the amount of data available can be quite overwhelming. For this reason; a researcher must carefully select and choose accurate information that is related to the study. In order to better explore this study, several articles from books and journals have been included. Some articles are directly related to the topic at hand in order to support certain aspects of the study. Other articles however are not directly related but have nevertheless been included in order to shed

light on various other aspects of the topic, as well as understand related terms and other theories.

Having secondary data does not minimize the importance of having primary data because the available studies already made, while overwhelming, are also not restrictive enough to apply to local communities or even current. Just as primary data is studied, secondary data too is to be analyzed and chosen for its relevance.

As for the statistical package used, the Statistical Package for the Social Sciences (SPSS 15.0) was used. After collecting the data from the questionnaires and entering them into the software, relations were made. Because the data this is a qualitative study, the Chi-square (Pearson's value) and Gamma was used in order to see the significance of the relationships between the variables.

In Chapter four, the results of the findings from the SPSS will be presented.

Chapter 4

FINDINGS AND DISCUSSIONS

4.1 Introduction

In the words of the German Philosopher Arthur Schopenhauer (1788-1860),

> "Just *as the largest library, badly arranged, is not so useful as a very moderate one that is well arranged, so the greatest amount of knowledge, if not elaborated by our own thoughts, is worth much less than a far smaller volume that has been abundantly and repeatedly thought over".*

After having defined the methodology used to perform the research, in this chapter, the findings will be exposed and studied as such:

- To begin with, a description of the sample will be presented; demographical presentation followed by further descriptive statistics. After all, "*A good sampling design, carefully executed is a key to obtaining high-quality data. Too often this is taken for granted, and the results can be profound.*" David Fruend, Director and Manager, Market Research, Progress Energy, Inc., Raleigh, NC.

    The benefits of using descriptive statistics in examining a distribution of scores is that , besides the simplicity by which large volumes of data are clarified, there are rarely any uncertainties about the values calculated (other than only measurement error).

On the other side, the limitations of descriptive statistics rely in the fact that it is quite limited. It only allows the researcher to make summations about the people or objects that are being measured. The data cannot be used to make any generalization.

- After which the inferential statistics will be presented in order to shed light on key relationships between variables. The statistical techniques used are:

    • Chi Square Test of Independence (P-value) to compare two qualitative values.
    • Gamma was used to study the association between variables measured at an ordinal level.

There are two main limitations to using inferential statistics:

- The first and most important constraint is that the data is being provided about a population that has not been completely measured. That means, the statistics calculated are based on a sample, an estimation of what the population might be. For this reason, there will always be a degree of uncertainty.

- The second limitation is that some inferential tests require the researcher to make educated guesses to run the inferential test. Even if the educated guesses are based on theory, this will add to the uncertainty and may have repercussions on the results of some inferential statistics.

– In the end, discussions of the findings and hypothesis will also be presented.

4.2 Demographic Description of the Sample

In order to better understand the sampling design process that was followed for this study, below are the demographic descriptions of the sample.

To begin with, the target population is the corporations whose number of employees is greater than fifty and operating in the Lebanese market.

The sample consists of:

- Seventy five employees and managers
- Randomly chosen from fifty companies operating in the Lebanese market and have more than fifty employees
- Sampling frame: Companies located in Mount Lebanon, Beirut and its suburbs. This sampling frame was chosen because of the MICS3, the Multiple Indicators Cluster Survey, round 3, published in SIF – Statistics In Focus – "The Labor Market in Lebanon", issue 01, October 2011.
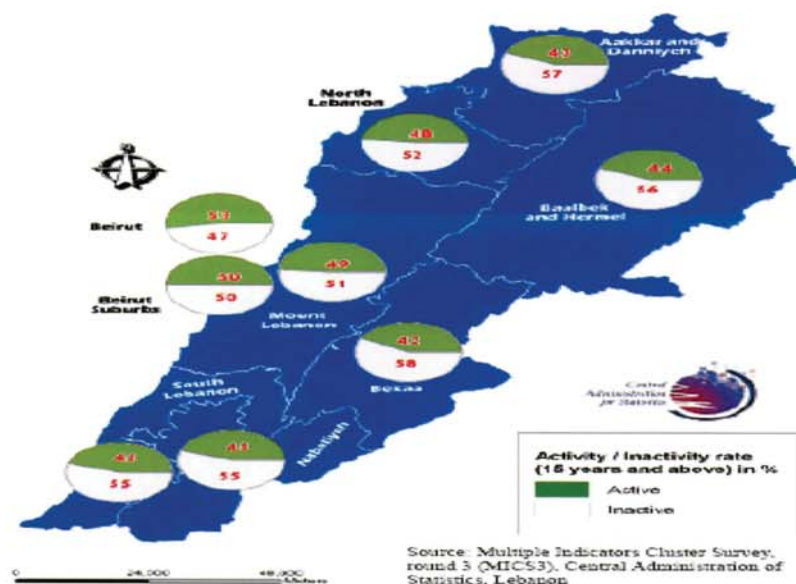
Figure 11: Economic Activity rate in Lebanon in 2009

(Source: Multiple Indicators Cluster Survey, round 3(MICS3), Central Administrations of Statistics, Lebanon.)

As the above figure shows, the economic activity rate Beirut, its suburbs and Mount Lebanon are, respectively, 53 %, 50% and 49%. They hold the highest percentage by region in Lebanon.

The source of the data presented in the below figures and tables is the SPSS. Some of the findings of the study have been presented in more friendly tables and figures for easier interpretation.
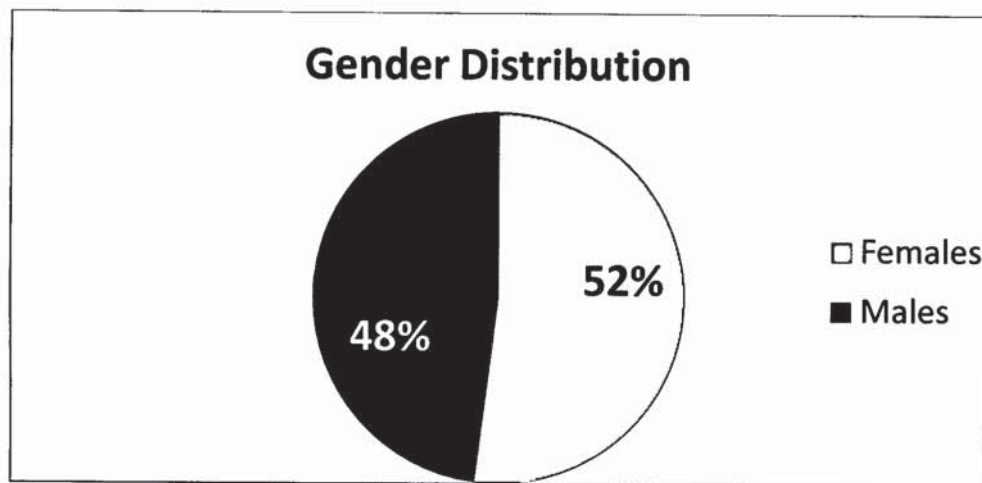
Figure 12: Gender Distribution of the Sample

When it comes to gender, 52% of the sample were Females, 48 % were males. This distribution also respects the gender distribution of the population of Lebanon.

The level of education of the chosen sample was high as most participants' highest education level was as such:

- Bachelor Degree: 48%
- Masters Degree: 34.67%
- PHD : 9.33%
- High school degree: 8%.
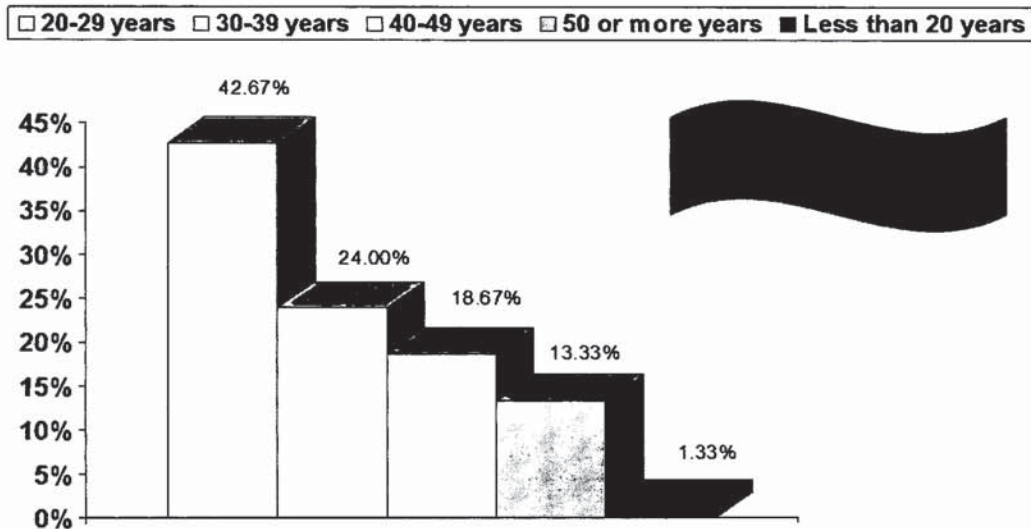
Figure 13: Age Group Distribution of the Sample

When it comes to age distribution, 42.67% belonged to the age group 20 – 29 years. This coincides with the highest percentage for Bachelor Degrees and Masters Degrees previously shown.

The average age of the sample chosen was around 35 years old, which represents the population which is adaptable to change.
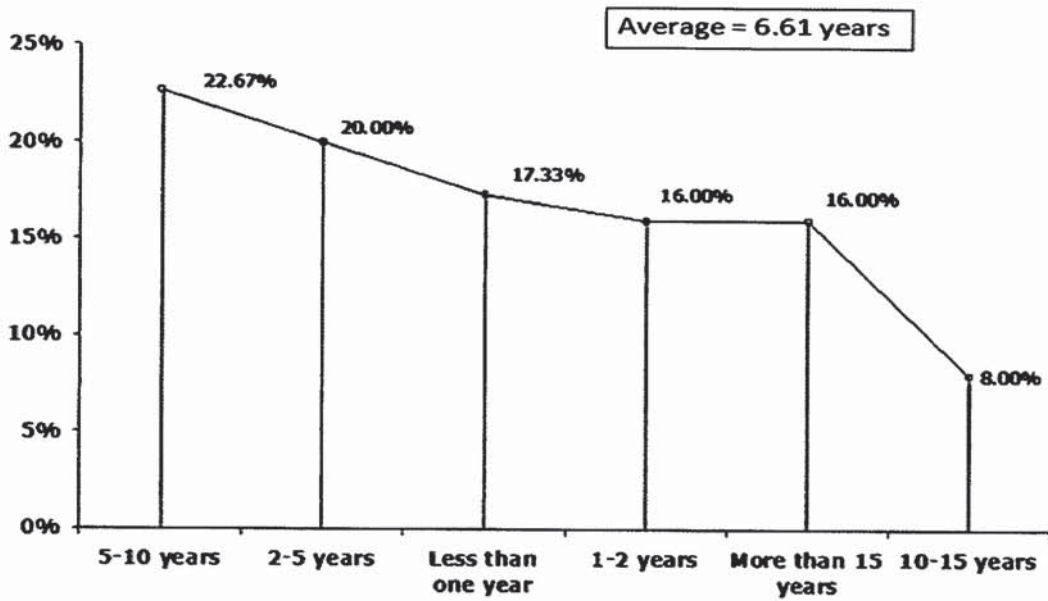
Figure 14: Experience of participants in their current position

Most participants (22.67%) have held the current position between 5-10 years. 20% of the participants, have held their current position for 2-5 years.

On an average, the participants have occupied the same position for 6.61 years which renders the answers more credible and beneficial due to their experience.
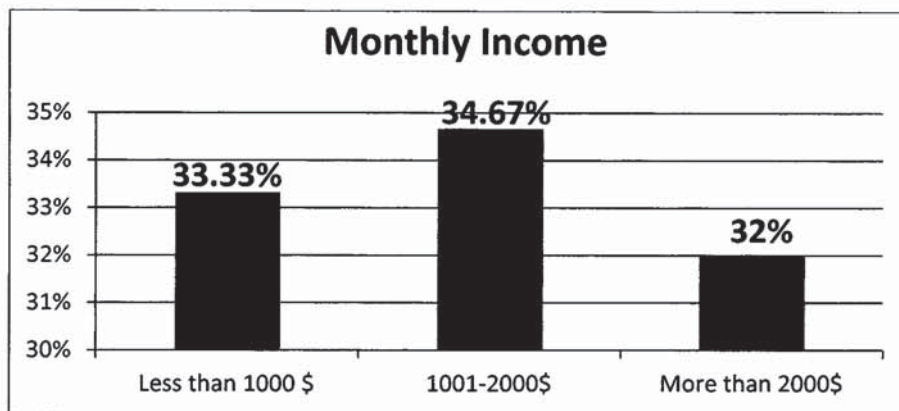
Figure 15: Monthly Income

The monthly income is distributed as such:

- 34.67 % of the participants earn between 1001 and 2000 USD
- 33.33% earn less than 1000 USD
- 32% earn more than 2001 USD

The reason why the monthly income is almost equally divided is because 42.67 % of the participants are managers.

- 72% of those managers earn more than 2001 USD per month.
- 28% of the managers earn between 1001 and 2000 USD, they are the sub-managers that do not have enough power for complete decision-making.

Managerial	42.67%
Administrative	40.00%
Educational worker	8.00%
Hospital worker	6.67%
Secretarial	2.67%

Table 1: Job Position of participants

When it comes to the employees, the monthly income is divided as such:

- 38.2 % earn less than 1000 USD
- 33.8% earn between 1001 and 2000 USD
- 28% earn more than 2000 USD

The above figure corresponds to the general level of salaries paid in Lebanon.

4.3 Descriptive Statistics

Descriptive statistics is the term given to the analysis of data that helps describe, show or summarize data in a meaningful way. Upon presenting the data in such a manner, patterns might start to emerge. Despite this, descriptive statistics do not help in making conclusions beyond the data analyzed or reach conclusions regarding any hypotheses we previously made. They are simply a way to describe our data.

Below we will be describing the:

- Working hours and days
- More causes and effects of Stress

- Human Relation Management:

- Manager –Employee relation
- Employee - Manager relation

When asked if the participants feel that they are overloaded with work and cannot complete them in an ordinary working day, below were the answers:

1	Sometimes, 42.67%
2	Rarely, 18.67%
3	Often, 17.33%
4	Nearly all the time, 12%
5	Never, 9.33%
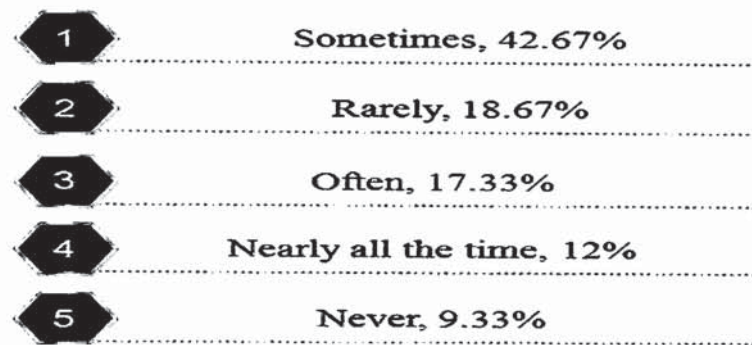
Figure 16: Workload Overload cannot be finished during ordinary work day

72% of the participants answered positively to the above question. Most participants feel that they have too many tasks to tackle and cannot complete them during the average 8 working hours a day.

Most companies request their employees to work more than 48 hours per week.

- 36.7 % of corporations open their doors five days a week
- 33.3 % of business open seven days a week (service sector) and
- 30 % open six days a week

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Yes	42	56.00%	56.0	56.0
	Sometimes	27	36.00%	36.0	92.0
	No	6	8.00%	8.0	100.0
	Total	75	100.00%	100.0	

Table 2: Come in early or stay late to complete work

Coincidentally, 56% of the participants answered that they often do work extra non-paid hours to complete their tasks. 36 % answered that they sometimes tend to work extra hours as well. That means 92% of the participants work more than the required working hours per day. This will further be elaborated in the following percentages and in the discussions of the findings section.

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Rarely	22	29.33%	29.3	29.3
	Sometimes	20	26.67%	26.7	56.0
	Yes, always	19	25.33%	25.3	81.3
	No, never	14	18.67%	18.7	100.0
	Total	75	100.00%	100.0	

Table 3: Full time taken for coffee /lunch / dinner breaks

48 % of the participants stated that they Rarely/ No never take the full allotment of time for the coffee/ lunch/ dinner breaks. The rest of the 52 % who responded in Sometimes/ Yes.
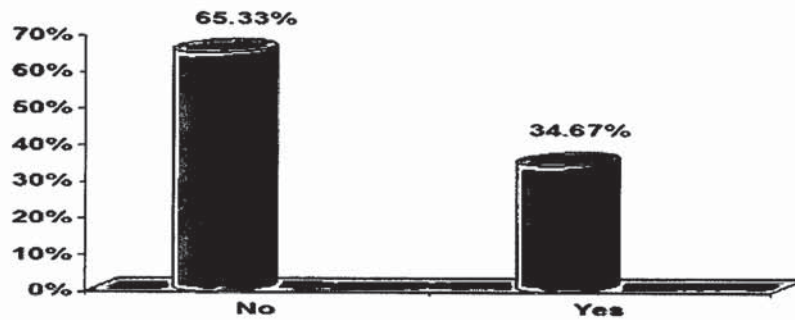
Figure 17: Regular Physical Activity (3 times/week)

The majority of the participants (66.33 %) do not regularly work out (3 times a week). Only 34.67 % answered positively.

Harassment	72.00%
Overwork/accelerated work pace	56.00%
Too much pressure to complete tasks	56.00%
Bullying	44.00%
Inadequate pay	44.00%
Lack of respect from supervisors	42.67%
Lack of recognition for the work you do	40.00%
Forced overtime/long hours	37.33%
Lack of control over your job	36.00%
Job insecurity	36.00%
Inadequate holidays/vacation/time away from work	30.67%
Conflicting job demands	29.33%
Workplace noise	26.67%
Violence	21.33%
Sexism	21.33%
Age discrimination	18.67%
Poor ventilation	16.00%
Shift work	10.67%
Racism	10.67%
Poor lighting	9.33%
Fear of accidents, illness and death on the job	4.00%

Table 4: Main Causes of Job Stress

When participants were asked to chose, according to their own experience, the main causes of job stress, 72% of them related it to Harassment. At 56%, Overwork/Accelerated work pace and Too much pressure to complete tasks, followed by Bullying, Inadequate pay, Lack of respect from supervisors and lack of recognition for the work done, respectively, 44%, 44%, 42%, 40%.

Forced overtime and long hours scored a 37%, coinciding with the 56% of the participants who answered previously that they often do come early or leave late in order to finish their work (Figure 4.3.3).
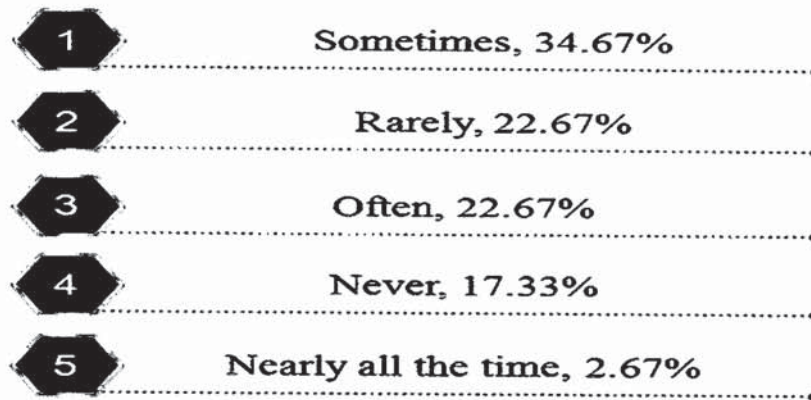
Figure 18: Inability to satisfy the demands of others

34.67% of the participants feel that they sometimes cannot satisfy the conflicting demands of various people around them, compared to those who answered often, 22.67%, and nearly all the time 2.67%. All in all, around 60 % answered positively to the above question. The repercussions/ causes of this will be further elaborated in chapter five.
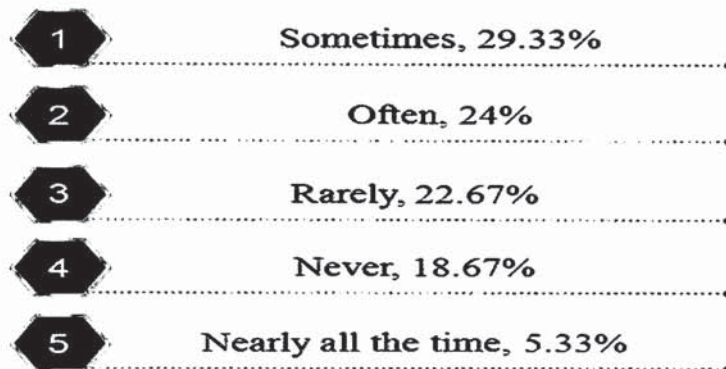
Figure 19: Knowing superior evaluation

58.66% of the participants answered positively to not knowing what their superior thinks of them or how he/she evaluates their performance.

1	Sometimes, 25.33%
2	Often, 24%
3	Rarely, 22.67%
4	Never, 20%
5	Nearly all the time, 8%
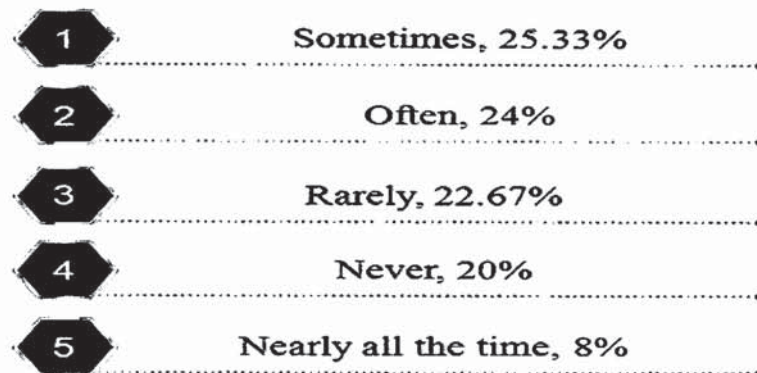
Figure 20: Not fitting in at work

57.33% of the participants, when asked if they feel that they are not liked or accepted at work, answered positively.

1	Often, 28%
2	Never, 22.67%
3	Nearly all the time, 21.33%
4	Sometimes, 17.33%
5	Rarely, 10.67%
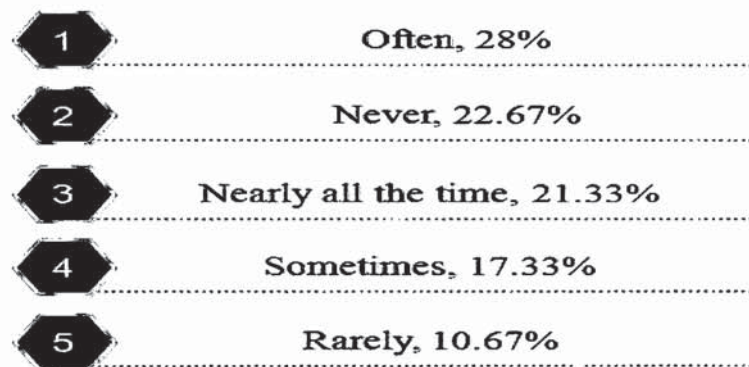
Figure 21: Unpleasant Workplace Environment due to Conflicts with People

66.66% of the participants positively confirm and relate their unpleasant work environment due to conflicts with people. This percentage reflects the answers of the participants when they relate the tensed environment at work to the general conflicts that occur amongst people throughout the day.

1	Rarely, 28%
2	Sometimes, 26.67%
3	Often, 17.33%
4	Nearly all the time, 14.67%
5	Never, 13.33%
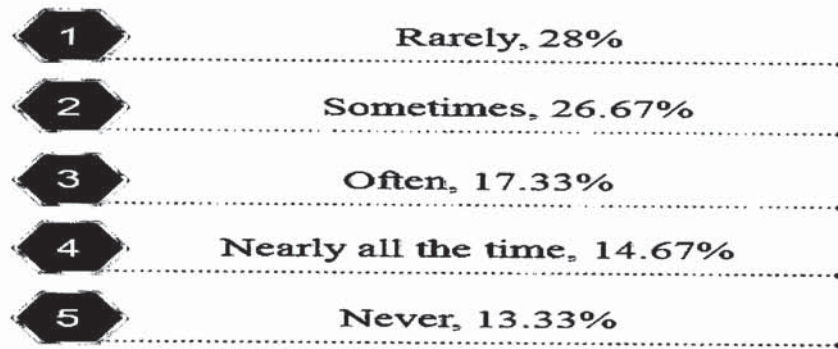
Figure 22: Frequent Arguments with Superiors, Coworkers or Customers

Despite the fact that 28% and 13.33% of the participants, answered that they rarely / never (respectively) have arguments with the people at work, 58.67% gave positive answers (Sometimes, Often and Nearly all the time combined together).

When having to answer almost the same question as before but relating the unpleasant environment directly to oneself, the participants were a bit more reluctant and cautious to answer it truthfully. For this reason, and in order to be more specific, the 58.67% will be used for the analysis.

1	Sometimes, 29.33%
2	Often, 21.33%
3	Never, 18.67%
4	Rarely, 18.67%
5	Nearly all the time, 12%
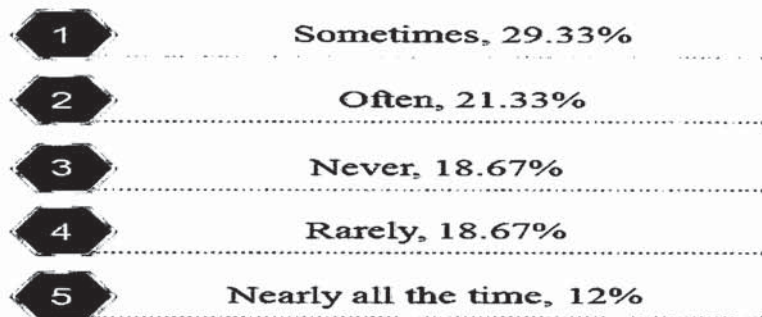
Figure 23: Control over life at work

Most participants (62.66%) feel that they have very little control over their life at work. Only 37.34 % of the participants feel otherwise.

Fatigue	69.33%
Neck and back pains	48.00%
Tense more often	45.33%
Impact on family and personal life	42.67%
Headaches	34.67%
Stomach/digestive problems	34.67%
Unable to relax	34.67%
Trouble sleeping/insomnia	29.33%
Memory loss/trouble concentrating/confused more often	25.33%
Depression and anxiety	24.00%
Feelings of powerlessness	24.00%
Joint/muscle pain	20.00%
High blood pressure	13.33%
Sick more often	12.00%
Increased use of alcohol and drugs	6.67%
Deterioration of eye sight due to long hours on PC	1.33%

Table 5: Effects of Job Stress

Fatigue, Neck and Back Pains, Tension, and impact on family and personal life scored the highest percentages, respectively, 69.33%, 48%, 45.33% and 42.67%. Headaches, stomach/ digestive problems and inability to relax scored a similar 34.67%.

Yes	Don't know	No
56%	28%	16%

Figure 24: Absenteeism due to Stress

When asked if they thought absenteeism due to stress has increased at the workplace, 56% of the participants confirmed it, 16 % rejected while 28% said they did not know if it has happened.
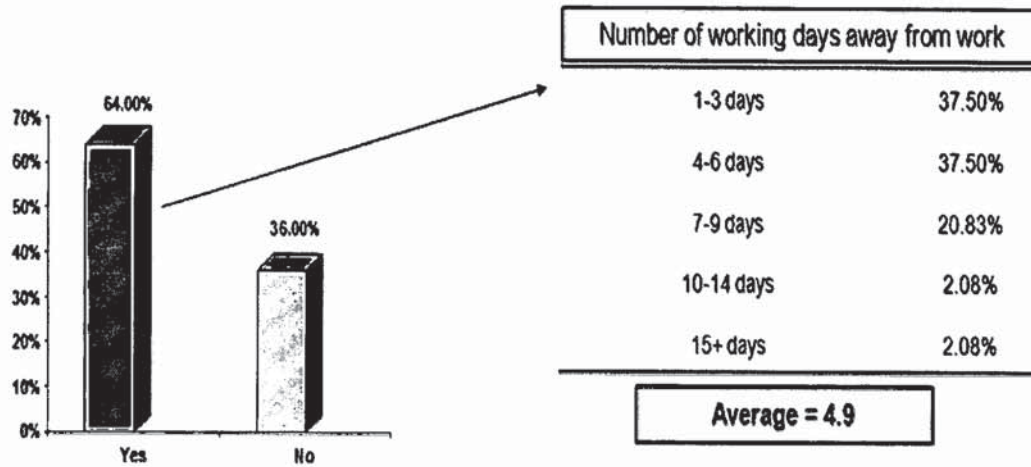
Figure 25: Sick Leave taken due to stress

64% of the participants answered that they had taken sick days due to stress in the past two years. The average of working days taken was around 5 days.

4.4 Inferential Statistics

After giving the descriptive statistics that help provide information about our immediate group of data, inferential statistics will now follow. Inferential statistics arise simply because sampling naturally incurs sampling error. That is, a sample does not perfectly represent the population.

Similarities between descriptive and inferential statistics; both use same set of data. Descriptive statistics solely rely on this specific set of data, whereas inferential statistics rely on this data for the purpose of making generalizations about a larger population.

The inferential statistics are used in order to reach certain conclusions to be able to make generalizations of the population. The limitations of using inferential statistics to make certain judgments have been previously, briefly explained at the beginning of the chapter.

Chi-Square is used as a tool of inferential statistics or significance testing. It is a test of the Significance of Association shown in contingency tables (cross tabulations). That is, Chi-Square will test whether any relationship exists that is also strong enough and relevant to make inferences about the larger population. Initially, Chi-Square test involves comparing Observed/ Data Frequencies of each cell with the corresponding Expected/ Fit Values. This data is calculated from the null hypothesis (assumption) without there being a relation between the two variables. Big disparities between observed and expected will lead to a higher Chi-Square value, thus show a "significant" association.

The precise calculation of Chi-Square ($\chi2$) is given by:

$$\chi2 = \Sigma \ \text{(Observed Frequency - Expected Frequency) 2 / Expected Frequency}$$

However, for this study, the SPSS package will directly generate three alternative Chi- Square values that cannot be customized as it is automatically generated. Despite this, the Pearson Chi-Square is the only relevant value for this study.

The interpretation of this Chi-Square computer output involves an observation of the significant probability as such:

- If the Pearson Chi- Square is less than 0.05 then the relation between the two variables is significant, i.e. the two nominal or ordinal variables are dependent, and this association found in the sample can be referred to the Population from which the sample was drawn. If the value is greater than 0.05 then the two variables are independent. The reason why 0.05 is chosen as leverage, because of the universally used 95% confidence interval.

A confidence interval gives an estimated range of values which is likely to include an unknown population parameter, the estimated range being calculated from a given set of sample data (Valerie J. Easton and John H. McColl' Statistics Glossary v1.1s). Since the estimate of the mean varies from sample to sample, interval estimates generate lower and upper limit of the mean instead of a single estimate. This interval estimate will show the uncertainty in our estimate of the true mean. As the intervals get narrower, the estimate becomes more precise.

One of the limitations of the Chi-Square Analysis is that it only shows whether there is a significant association overall amongst the two chosen variables. That is, it shows whether the Observed Cell Frequencies are significantly different that the Expected Cell Frequencies should there have been no relation between the two variables. However, it would have been more helpful for the analysis should this test be able to show if any particular cell in the Observed Frequency is significantly different from the Expected Frequency.

When testing H3: Harassment, major cause of job stress – is affecting Performance at work

The below P-value relations were found:

Crosstab relation between: During the past two years, have you taken sick days because of stress? And, I tend to have frequent arguments with superiors, coworkers or customers.

			22. During the past two years, have you taken sick days because of stress		
			Yes	No	Total
16. I tend to have frequent arguments with superiors, coworkers or customers.	Never	% within 16	30.0%	70.0%	100.0%
		% within 22	6.3%	25.9%	13.3%
	Rarely	% within 16	57.1%	42.9%	100.0%
		% within 22	25.0%	33.3%	28.0%
	Sometimes	% within 16	75.0%	25.0%	100.0%
		% within 22	31.3%	18.5%	26.7%
	Often	% within 16	61.5%	38.5%	100.0%
		% within 22	16.7%	18.5%	17.3%
	Nearly all the time	% within 16	90.9%	9.1%	100.0%
		% within 22	20.8%	3.7%	14.7%
Total		% within 16	64.0%	36.0%	100.0%
		% within 22	100.0%	100.0%	100.0%

Table 6: Crosstab1

The p-value calculated is 0.041 (less than 0.05 indicates that the rows and columns of the contingency are dependent). This means that there is a significant relation between the participant having frequent arguments at work with superiors, co-workers or customers, and having to take sick days due to stress.

Crosstab relation between: I tend to have frequent arguments with superiors, coworkers or customers. Do you ever stay late or come in early to complete work.

			20. Do you ever stay late or come in early to complete work			
			Yes	No	Sometimes	Total
16. I tend to have frequent arguments with superiors, coworkers or customers.	Never	% within 16	70.0%	10.0%	20.0%	100.0%
		% within 20	16.7%	16.7%	7.4%	13.3%
	Rarely	% within 16	42.9%	.0%	57.1%	100.0%
		% within 20	21.4%	.0%	44.4%	28.0%
	Sometimes	% within 16	45.0%	25.0%	30.0%	100.0%
		% within 20	21.4%	83.3%	22.2%	26.7%
	Often	% within 16	69.2%	.0%	30.8%	100.0%
		% within 20	21.4%	.0%	14.8%	17.3%
	Nearly all the time	% within 16	72.7%	.0%	27.3%	100.0%
		% within 20	19.0%	.0%	11.1%	14.7%
Total		% within 16	56.0%	8.0%	36.0%	100.0%
		% within 20	100.0%	100.0%	100.0%	100.0%

Table 7: Crosstab 2

The p-value calculated is 0.029 (less than 0.05 indicates that the rows and columns of the contingency are dependent). This means that there is a significant relation between the participant having frequent arguments at work with superiors, co-workers or customers, and coming early or staying late to complete work.

When testing H4: Harassment affects Morale in such a way that it attains behavior.

The below P-value relations were found:

Crosstab relation between: I have the impression that I am repeatedly picked on or discriminated against at work. During the past two years, have you taken sick days because of stress?

			22. During the past two years, have you taken sick days because of stress		
			Yes	No	Total
14. I have the impression that I am repeatedly picked on or discriminated against at work	Never	% within 14	34.8%	65.2%	100.0%
		% within 22	16.7%	55.6%	30.7%
	Rarely	% within 14	61.1%	38.9%	100.0%
		% within 22	22.9%	25.9%	24.0%
	Sometimes	% within 14	85.7%	14.3%	100.0%
		% within 22	37.5%	11.1%	28.0%
	Often	% within 14	80.0%	20.0%	100.0%
		% within 22	16.7%	7.4%	13.3%
	Nearly all the time	% within 14	100.0%		100.0%
		% within 22	6.3%		4.0%
Total		% within 14	64.0%	36.0%	100.0%
		% within 22	100.0%	100.0%	100.0%

Table 8: Crosstab 3

The p-value calculated is 0.003 (less than 0.05 indicates that the rows and columns of the contingency are dependent). This means that there is a significant relation between the way the participant perceives he/she is being treated and work (whether the work environment is rendered hostile because the participant is being picked on or discriminated against), and having to take sick days due to stress.

Several other relations were made:

- **First Crosstab relation:** Monthly Income (less than $1000, between $1001- $2000, More than $2001). How often do you feel that your workload is too heavy and that you could not possibly finish during the ordinary work day?

| | | | 7. How often do you feel that your workload is too heavy and that you could not possibly finish during the ordinary work day? | | | | | |
			Never	Rarely	Sometimes	Often	Nearly all the time	Total
Monthly Income	Less than 1000$	% within Monthly Income	4.0%	20.0%	44.0%	28.0%	4.0%	100.0%
		% within q7	14.3%	35.7%	34.4%	53.8%	11.1%	33.3%
	1001-2000$	% within Monthly Income		26.9%	42.3%	15.4%	15.4%	100.0%
		% within q7		50.0%	34.4%	30.8%	44.4%	34.7%
	More than 2001$	% within Monthly Income	25.0%	8.3%	41.7%	8.3%	16.7%	100.0%
		% within q7	85.7%	14.3%	31.3%	15.4%	44.4%	32.0%
Total		% within Monthly Income	9.3%	18.7%	42.7%	17.3%	12.0%	100.0%
		% within q7	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%

Table 9: Crosstab 4

The p-value calculated is 0.033 (less than 0.05 indicates that the rows and columns of the contingency are dependent). This means that there is a significant relation between the monthly income of a worker and the way he/she deals with daily chores to be accomplished in a working day.

- **Second Crosstab relation:** Do you regularly workout/ sport (3 times / week)? During the past two years, have you taken sick days because of stress?

			22. During the past two years, have you taken sick days because of stress		
			Yes	No	Total
25. Do you regularly work out sport?(3 times/week)?	Yes	% within q25	38.5%	61.5%	100.0%
		% within q22	20.8%	59.3%	34.7%
	No	% within q25	77.6%	22.4%	100.0%
		% within q22	79.2%	40.7%	65.3%
Total		% within q25	64.0%	36.0%	100.0%
		% within q22	100.0%	100.0%	100.0%

Table 10: Crosstab 5

The p-value calculated is 0.001 (less than 0.05 indicates that the rows and columns of the contingency are dependent). This means that there is a significant relation between a worker leading a healthy lifestyle (working out 3 times a week) and whether he/she has taken sick days due to stress.

- **Third Crosstab relation:** Do you regularly workout/sport (3 times / week)? In your opinion, has absenteeism due to stress increased at your work area or workplace?

| | | | 21. In your opinion, has absenteeism due to stress increased at your work area or workplace? | | | |
			Yes	No	Don't know	Total
25. Do you regularly work out sport?(3 times/week)?	Yes	% within q25.	34.6%	38.5%	26.9%	100.0%
		% within q21	21.4%	83.3%	33.3%	34.7%
	No	% within q25.	67.3%	4.1%	28.6%	100.0%
		% within q21	78.6%	16.7%	66.7%	65.3%
Total		% within q25.	56.0%	16.0%	28.0%	100.0%
		% within q21	100.0%	100.0%	100.0%	100.0%

Table 11: Crosstab 6

The p-value calculated is 0.000 (less than 0.05 indicates that the rows and columns of the contingency are dependent). This means that there is a significant relation between a worker leading a healthy lifestyle (working out 3 times a week) and how he/she perceives absenteeism increasing at work due to stress.

For the below relations, the statistic Gamma was used. In statistics, Leo Goodman and William Kruskal's Gamma will measure the strength of an association formed by cross tabulated data as long as both variables measured are at an Ordinal Level.

Gamma sets light on the following aspect of the association:

- Is there an association?
- How strong is the association?
- What direction (because level is ordinal) is it?

Since the variables are measured at an ordinal level, that is, the measurements describe an order and not relative size or degree of difference between the items measured. For the next following questions, the below scale was used:

- 1=Never
- 2=Rarely
- 3=Sometimes
- 4=Often
- 5=Nearly all the time

The values of Gamma range from -1 (which means hundred percent negative association) to +1 (which means a hundred percent positive association). Should we get a value of zero, it would mean the absence of association. Below is a detailed summary of the values of Gamma and their interpretation, using the interpretive guide for measures of association:

- = no relationship
- ±0.0 to ±0.2 = very weak
- ±0.2 to ±0.4 = weak
- ±0.4 to ±0.6 = moderate
- ±0.6 to ±0.8 = strong
- ±0.8 to ±1.0 = very strong
- ±1.0 = perfect relationship

When testing H2: Harassment, major cause of job stress – is affecting Human Relations at work

The below relations were found:

Crosstab relation between: I have the impression that I am repeatedly picked on or discriminated against at work. I tend to have frequent arguments with superiors, coworkers or customers.

| | | | 10. How often do you feel that you may not be liked and accepted by people at work? | | | | | |
			Never	Rarely	Sometimes	Often	Nearly all the time	Total
14. I have the impression that I am repeatedly picked on or discriminated against at work	Never	% within 14	43.5%	21.7%	21.7%		13.0%	100.0%
		% within 10	66.7%	29.4%	26.3%		50.0%	30.7%
	Rarely	% within 14	16.7%	38.9%	22.2%	22.2%		100.0%
		% within 10	20.0%	41.2%	21.1%	22.2%		24.0%
	Sometimes	% within 14	4.8%	19.0%	38.1%	33.3%	4.8%	100.0%
		% within 10	6.7%	23.5%	42.1%	38.9%	16.7%	28.0%
	Often	% within 14	10.0%		10.0%	60.0%	20.0%	100.0%
		% within 10	6.7%		5.3%	33.3%	33.3%	13.3%
	Nearly all the time	% within 14		33.3%	33.3%	33.3%		100.0%
		% within 10		5.9%	5.3%	5.6%		4.0%
Total		% within 14	20.0%	22.7%	25.3%	24.0%	8.0%	100.0%
		% within 10	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%

Table 12: Crosstab 7

According to the above table, when it comes to having the impression that he/she is repeatedly picked on or discriminated at work, there is a moderate relation with the frequent arguments that tend to happen with the superiors, coworkers or customers. A moderate, positive relationship exists.

Value of Gamma: 0.42 which is between ±0.4 to ±0.6, hence the relation is moderate.

Crosstab relation between: How often do you feel that you may not be liked and accepted by people at work? I tend to have frequent arguments with superiors, coworkers or customers.

			16. I tend to have frequent arguments with superiors, coworkers or customers.					
			Never	Rarely	Sometimes	Often	Nearly all the time	Total
10. How often do you feel that you may not be liked and accepted by people at work?	Never	% within 10	33.3%	26.7%	20.0%	13.3%	6.7%	100.0%
		% within 16	50.0%	19.0%	15.0%	15.4%	9.1%	20.0%
	Rarely	% within 10	11.8%	58.8%	23.5%	5.9%		100.0%
		% within 16	20.0%	47.6%	20.0%	7.7%		22.7%
	Sometimes	% within 10	10.5%	26.3%	52.6%		10.5%	100.0%
		% within 16	20.0%	23.8%	50.0%		18.2%	25.3%
	Often	% within 10	5.6%	11.1%	11.1%	33.3%	38.9%	100.0%
		% within 16	10.0%	9.5%	10.0%	46.2%	63.6%	24.0%
	Nearly all the time	% within 10			16.7%	66.7%	16.7%	100.0%
		% within 16			5.0%	30.8%	9.1%	8.0%
Total		% within 10	13.3%	28.0%	26.7%	17.3%	14.7%	100.0%
		% within 16	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%

Table 13: Crosstab 8

According to the above table, when it comes to the frequency (how often) the participant feels that he/she is not liked by people at work, there is a moderate relation with the frequent arguments that tend to happen with the superiors, coworkers or customers. A moderate, positive relationship exists.

Value of Gamma: 0.536 which is between ±0.4 to ±0.6, hence the relation is moderate.

When testing H3: Harassment, major cause of job stress – is affecting Performance at work

The below relations were found:

Crosstab relation between: I have the impression that I am repeatedly picked on or discriminated against at work. How often do you feel that you will not be able to satisfy the conflicting demands of various people around you?

			8. How often do you feel that you will not be able to satisfy the conflicting demands of various people around you?					Total
			Never	Rarely	Sometimes	Often	Nearly all the time	
14. I have the impression that I am repeatedly picked on or discriminated against at work	Never	% within 14	34.8%	26.1%	30.4%	8.7%		100.0%
		% within 8	61.5%	35.3%	26.9%	11.8%		30.7%
	Rarely	% within 14	16.7%	16.7%	50.0%	16.7%		100.0%
		% within 8	23.1%	17.6%	34.6%	17.6%		24.0%
	Sometimes	% within 14	9.5%	28.6%	28.6%	28.6%	4.8%	100.0%
		% within 8	15.4%	35.3%	23.1%	35.3%	50.0%	28.0%
	Often	% within 14		20.0%	40.0%	40.0%		100.0%
		% within 8		11.8%	15.4%	23.5%		13.3%
	Nearly all the time	% within 14				66.7%	33.3%	100.0%
		% within 8				11.8%	50.0%	4.0%
Total		% within 14	17.3%	22.7%	34.7%	22.7%	2.7%	100.0%
		% within 8	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%

Table 14: Crosstab 9

According to the above table, when it comes to the frequency (how often) the participant feels that he/she is not liked by people at work, there is a moderate relation with the frequent arguments that tend to happen with the superiors, coworkers or customers. A moderate, positive relationship exists.

Value of Gamma: 0.536 which is between ±0.4 to ±0.6, hence the relation is moderate.

Crosstab relation between: I tend to have frequent arguments with superiors, coworkers or customers. How often do you feel that you will not be able to satisfy the conflicting demands of various people around you?

| | | | 8. How often do you feel that you will not be able to satisfy the conflicting demands of various people around you? | | | | | |
			Never	Rarely	Sometimes	Often	Nearly all the time	Total
16. I tend to have frequent arguments with superiors, coworkers or customers.	Never	% within q16	50.0%	10.0%	30.0%	10.0%		100.0%
		% within q8	38.5%	5.9%	11.5%	5.9%		13.3%
	Rarely	% within q16	19.0%	42.9%	28.6%	9.5%		100.0%
		% within q8	30.8%	52.9%	23.1%	11.8%		28.0%
	Sometimes	% within q16	5.0%	20.0%	45.0%	30.0%		100.0%
		% within q8	7.7%	23.5%	34.6%	35.3%		26.7%
	Often	% within q16	15.4%	23.1%	30.8%	23.1%	7.7%	100.0%
		% within q8	15.4%	17.6%	15.4%	17.6%	50.0%	17.3%
	Nearly all the time	% within q16	9.1%		36.4%	45.5%	9.1%	100.0%
		% within q8	7.7%		15.4%	29.4%	50.0%	14.7%
Total		% within q16	17.3%	22.7%	34.7%	22.7%	2.7%	100.0%
		% within q8	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%

Table 15: Crosstab 10

According to the above table, when it comes to the participant having frequent arguments with superiors, coworkers and customers, there is a moderate relation with him/her feeling unable to cope with the conflicting demands of various people at work. A moderate, positive relationship exists.

Value of Gamma: 0.443 which is between ±0.4 to ±0.6, hence the relation is moderate.

Several other relations were made:

- **First crosstab relation:** I could usually do a much better job if I were given more time. How often do you feel that you will not be able to satisfy the conflicting demands of various people around you?

| | | | 8. How often do you feel that you will not be able to satisfy the conflicting demands of various people around you? | | | | | |
			Never	Rarely	Sometimes	Often	Nearly all the time	Total
13. I could usually do a much better job if I were given more time	Never	% within q13	62.5%	25.0%	12.5%			100.0%
		% within q8	38.5%	11.8%	3.8%			10.7%
	Rarely	% within q13	33.3%	33.3%	33.3%			100.0%
		% within q8	23.1%	17.6%	11.5%			12.0%
	Sometimes	% within q13	8.8%	23.5%	41.2%	26.5%		100.0%
		% within q8	23.1%	47.1%	53.8%	52.9%		45.3%
	Often	% within q13	10.5%	15.8%	31.6%	31.6%	10.5%	100.0%
		% within q8	15.4%	17.6%	23.1%	35.3%	100.0%	25.3%
	Nearly all the time	% within q13		20.0%	40.0%	40.0%		100.0%
		% within q8		5.9%	7.7%	11.8%		6.7%
Total		% within q13	17.3%	22.7%	34.7%	22.7%	2.7%	100.0%
		% within q8	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%

Table 16: Crosstab 11

According to the above table, when it comes to the participant having more time to do a better job, there is a moderate relation with him/her feeling unable to cope with the conflicting demands of various people at work. A moderate, positive relationship exists.

Value of Gamma: 0.516 which is between ±0.4 to ±0.6, hence the relation is moderate.

- **Second Crosstab relation:** I have the impression that I am repeatedly picked on or discriminated against at work. How often do you feel that you will not be able to satisfy the conflicting demands of various people around you?

			8. How often do you feel that you will not be able to satisfy the conflicting demands of various people around you?					
			Never	Rarely	Sometimes	Often	Nearly all the time	Total
14. I have the impression that I am repeatedly picked on or discriminated against at work	Never	% within q14	34.8%	26.1%	30.4%	8.7%		100.0%
		% within q8	61.5%	35.3%	26.9%	11.8%		30.7%
	Rarely	% within q14	16.7%	16.7%	50.0%	16.7%		100.0%
		% within q8	23.1%	17.6%	34.6%	17.6%		24.0%
	Sometimes	% within q14	9.5%	28.6%	28.6%	28.6%	4.8%	100.0%
		% within q8	15.4%	35.3%	23.1%	35.3%	50.0%	28.0%
	Often	% within q14		20.0%	40.0%	40.0%		100.0%
		% within q8		11.8%	15.4%	23.5%		13.3%
	Nearly all the time	% within q14				66.7%	33.3%	100.0%
		% within q8				11.8%	50.0%	4.0%
Total		% within q14	17.3%	22.7%	34.7%	22.7%	2.7%	100.0%
		% within q8	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%

Table 17: Crosstab 12

According to the above table, when it comes to the participant feeling repeatedly picked on or discriminated at work, there is a moderate relation with him/her feeling unable to cope with the conflicting demands of various people at work. A moderate, positive relationship exists.

Value of Gamma: 0.467 which is between ±0.4 to ±0.6, hence the relation is moderate.

When testing H4: Harassment affects Morale in such a way that it attains behavior.

The below relations were found:

Crosstab relation between: I have the impression that I am repeatedly picked on or discriminated against at work. Most of the time I feel that I have very little control over my life at work.

			17. Most of the time I feel that I have very little control over my life at work					
			Never	Rarely	Sometimes	Often	Nearly all the time	Total
14. I have the impression that I am repeatedly picked on or discriminated against at work	Never	% within 14	43.5%	17.4%	26.1%	8.7%	4.3%	100.0%
		% within 17	71.4%	28.6%	27.3%	12.5%	11.1%	30.7%
	Rarely	% within 14	11.1%	33.3%	33.3%	16.7%	5.6%	100.0%
		% within 17	14.3%	42.9%	27.3%	18.8%	11.1%	24.0%
	Sometimes	% within 14	4.8%	9.5%	28.6%	33.3%	23.8%	100.0%
		% within 17	7.1%	14.3%	27.3%	43.8%	55.6%	28.0%
	Often	% within 14	10.0%	10.0%	30.0%	40.0%	10.0%	100.0%
		% within 17	7.1%	7.1%	13.6%	25.0%	11.1%	13.3%
	Nearly all the time	% within 14		33.3%	33.3%		33.3%	100.0%
		% within 17		7.1%	4.5%		11.1%	4.0%
Total		% within 14	18.7%	18.7%	29.3%	21.3%	12.0%	100.0%
		% within 17	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%

Table 18: Crosstab 13

According to the above table, when it comes to the participant feeling repeatedly picked on or discriminated at work, there is a moderate relation with him/her feeling no control over their life at work. A moderate, positive relationship exists.

Value of Gamma: 0.454 which is between ±0.4 to ±0.6, hence the relation is moderate.

Crosstab relation between: How often do you feel that you may not be liked and accepted by people at work? Most of the time I feel that I have very little control over my life at work.

			17. Most of the time I feel that I have very little control over my life at work					
			Never	Rarely	Sometimes	Often	Nearly all the time	Total
10. How often do you feel that you may not be liked and accepted by people at work?	Never	% within 10	46.7%	13.3%	20.0%	20.0%		100.0%
		% within 17	50.0%	14.3%	13.6%	18.8%		20.0%
	Rarely	% within 10	11.8%	41.2%	29.4%	5.9%	11.8%	100.0%
		% within 17	14.3%	50.0%	22.7%	6.3%	22.2%	22.7%
	Sometimes	% within 10	21.1%	15.8%	31.6%	26.3%	5.3%	100.0%
		% within 17	28.6%	21.4%	27.3%	31.3%	11.1%	25.3%
	Often	% within 10	5.6%	11.1%	22.2%	27.8%	33.3%	100.0%
		% within 17	7.1%	14.3%	18.2%	31.3%	66.7%	24.0%
	Nearly all the time	% within 10			66.7%	33.3%		100.0%
		% within 17			18.2%	12.5%		8.0%
Total		% within 10	18.7%	18.7%	29.3%	21.3%	12.0%	100.0%
		% within 17	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%

Table 19: Crosstab 14

According to the above table, when it comes to the participant feeling that he/she may not be liked at work, there is a moderate relation with him/her feeling no control over their life at work.

Value of Gamma: 0.414which is between ±0.4 to ±0.6, hence the relation is moderate.

Several other relations were made:

- **First crosstab relation:** I could usually do a much better job if I were given more time. How often do you feel that your workload is too heavy and that you could not possibly finish during the ordinary work day?

			7. How often do you feel that your workload is too heavy and that you could not possibly finish during the ordinary work day?					
			Never	Rarely	Sometimes	Often	Nearly all the time	Total
13. I could usually do a much better job if I were given more time	Never	% within q13	25.0%	37.5%	37.5%			100.0%
		% within q7	28.6%	21.4%	9.4%			10.7%
	Rarely	% within q13	33.3%	11.1%	55.6%			100.0%
		% within q7	42.9%	7.1%	15.6%			12.0%
	Sometimes	% within q13	5.9%	26.5%	44.1%	11.8%	11.8%	100.0%
		% within q7	28.6%	64.3%	46.9%	30.8%	44.4%	45.3%
	Often	% within q13		5.3%	42.1%	42.1%	10.5%	100.0%
		% within q7		7.1%	25.0%	61.5%	22.2%	25.3%
	Nearly all the time	% within q13			20.0%	20.0%	60.0%	100.0%
		% within q7			3.1%	7.7%	33.3%	6.7%
Total		% within q13	9.3%	18.7%	42.7%	17.3%	12.0%	100.0%
		% within q7	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%

Table 20: Crosstab 15

According to the above table, when it comes to the participant having more time to do a better job, there is a strong relation with the heavy workload experienced throughout the working day. A strong, positive relationship exists.

Value of Gamma: 0.638 which is between ±0.6 to ±0.8, hence the relation is strong.

- **Second crosstab relation:** Most of the time I feel that I have very little control over my life at work. How often do you feel that you will not be able to satisfy the conflicting demands of various people around you?

| | | | 8. How often do you feel that you will not be able to satisfy the conflicting demands of various people around you? | | | | | |
			Never	Rarely	Sometimes	Often	Nearly all the time	Total
17. Most of the time I feel that I have very little control over my life at work	Never	% within q17	42.9%	28.6%	21.4%	7.1%		100.0%
		% within q8	46.2%	23.5%	11.5%	5.9%		18.7%
	Rarely	% within q17	14.3%	35.7%	35.7%	14.3%		100.0%
		% within q8	15.4%	29.4%	19.2%	11.8%		18.7%
	Sometimes	% within q17	18.2%	13.6%	36.4%	31.8%		100.0%
		% within q8	30.8%	17.6%	30.8%	41.2%		29.3%
	Often	% within q17	6.3%	25.0%	37.5%	31.3%		100.0%
		% within q8	7.7%	23.5%	23.1%	29.4%		21.3%
	Nearly all the time	% within q17		11.1%	44.4%	22.2%	22.2%	100.0%
		% within q8		5.9%	15.4%	11.8%	100.0%	12.0%
Total		% within q17	17.3%	22.7%	34.7%	22.7%	2.7%	100.0%
		% within q8	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%

Table 21: Crosstab 16

According to the above table, when it comes to the participant feeling that he/she has little control over their life at work, there is a moderate relation with him/her feeling unable to cope with the conflicting demands of various people at work. A moderate, positive relationship exists.

Value of Gamma: 0.430 which is between ±0.4 to ±0.6, hence the relation is moderate.

- **Third crosstab relation:** Most of the time I feel that I have very little control over my life at work. My workplace environment is not very pleasant due conflicts with people.

			15. My workplace environment is not very pleasant due conflicts with people					
			Never	Rarely	Sometimes	Often	Nearly all the time	Total
17. Most of the time I feel that I have very little control over my life at work	Never	% within q17	57.1%		21.4%		21.4%	100.0%
		% within q15	47.1%		23.1%		18.8%	18.7%
	Rarely	% within q17	35.7%	14.3%		35.7%	14.3%	100.0%
		% within q15	29.4%	25.0%		23.8%	12.5%	18.7%
	Sometimes	% within q17	13.6%	22.7%	31.8%	13.6%	18.2%	100.0%
		% within q15	17.6%	62.5%	53.8%	14.3%	25.0%	29.3%
	Often	% within q17	6.3%		12.5%	56.3%	25.0%	100.0%
		% within q15	5.9%		15.4%	42.9%	25.0%	21.3%
	Nearly all the time	% within q17		11.1%	11.1%	44.4%	33.3%	100.0%
		% within q15		12.5%	7.7%	19.0%	18.8%	12.0%
Total		% within q17	22.7%	10.7%	17.3%	28.0%	21.3%	100.0%
		% within q15	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%

Table 22: Crosstab 17

According to the above table, when it comes to the participant feeling that he/she has little control over their life at work, there is a moderate relation with the unpleasant environment at work due to conflicts with people. A moderate, positive relationship exists.

Value of Gamma: 0.412 which is between ±0.4 to ±0.6, hence the relation is moderate.

4.5 Discussion of the Findings

The sample chosen for this study was randomly chosen. Making a stratified and representative sample would have been too costly, time-consuming and required an immense amount of field work that is not required of a master's level student. However, concerning the random sample applied, it can be considered reliable because the participants or respondents are well educated, have a good average work experience, from different sectors and high economic rate regions. Below is a further explanation of the sample's reliability.

The sample chosen took into consideration the regions for highest economic rate; Mount Lebanon, Beirut and its suburbs. That is why the companies for this study were chosen from those specific regions and having more than fifty employees.

Also, the sample had a good representation of the services sector (26%) as the highest percentage which is normal considering its Lebanon's trademark. According to the Embassy of Lebanon.org, Lebanon has a liberal economy that thrives on competition as well as private ownership. The two dominant sectors that constitute 70% of Lebanon's Gross National Product are the services and banking sector. As for the agriculture and industrial sectors, they constitute respectively, 10 % and 20%.

It is important to mention that the economy in Lebanon is mainly based on the service sector that contributed around 60% of the GDP (in the 1970's it reached approximately 70%).

The main subsectors are:

-Commerce

-Tourism

- Financial Services

The other additional subsectors encompass higher education and health care.

As for the gender of the sample (52% Females, 48% Males) it is representative of the gender distribution of the population in Lebanon. Below is the sex ratio of the Lebanese population.

According to the World Bank, the Lebanese Population in 2011 amounted to 4,254,583 Female Population 2, 155,640. So by simple calculation, the number of Male Population in Lebanon is equal to 2,098,943. That is, the Male/Female ratio is as such:

According to the Central Intelligence Agency's World Factbook:

Sex ratio: at birth: 1.05 male(s)/female

under 15 years: 1.05 male(s)/female

15-64 years: 0.95 male(s)/female

65 years and over: 0.87 male(s)/female

total population: 0.96 male(s)/female (2011 est.)

The average age of the sample chosen was around 35 years old (conform to the Lebanese population), and the high level of education represents the population which is adaptable to change. This will help indeed when providing solutions to the problems as they will be more realistic and feasible to apply, taking also into consideration that the population in Lebanon is young.

The below chart provides the age and gender distribution in Lebanon, year 2010:
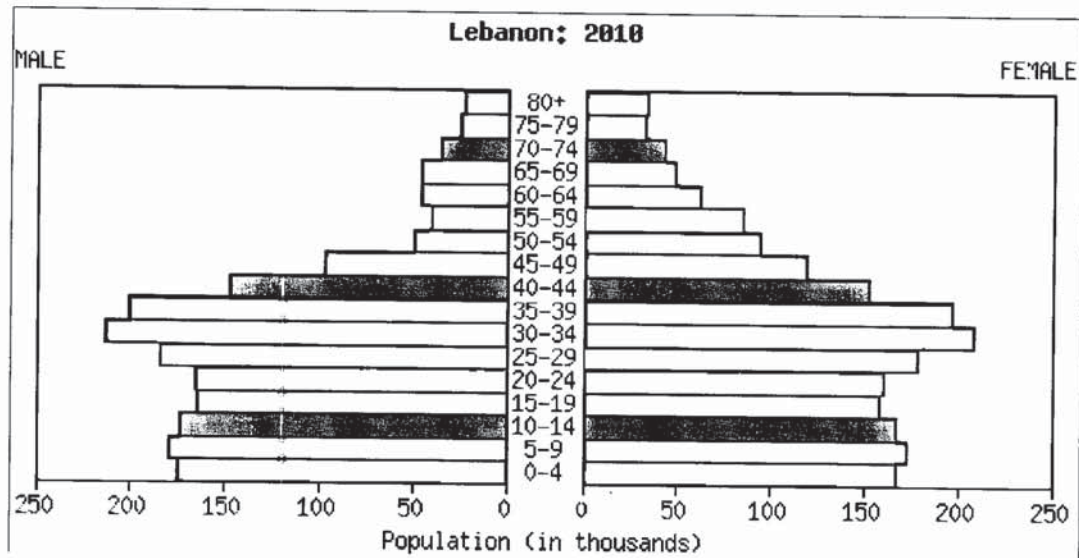
Figure 26: Age and Gender Distribution in Lebanon (2010)

(Source: U.S. Census Bureau, International Data Base.)

As most participants have an average of 7 years as experience, then their answers will be more interpretive and knowledgeable due to their experience in their field and position in that organization.

When it comes to education, the participants in this sample had a high education with 48% having a Bachelor Degree, and 34.67% having a PHD. 8% of the participants' highest level of education reached was a high school degree, mainly the participants in the industrial sector.

The educational level in the Lebanese population is expressed in the chosen sample. As the Adult Literacy Rate (% of people ages 15 and above) in Lebanon (2007), according to UNESCO, is 89.61 %.

In this kind of study, the age group with the highest percentage (20-29) 42.67% and average 35 years, as well as the level of education is important as it is the young working force that is exposed to daily work stress. They are also the ones who will be more adjustable to the changes that occur with the organization.

When it comes to the monthly income, 34.67 % of the participants earn between 1001 and 2000 USD, which is conform to the average salaries in Lebanon. However, participants truly felt that they were underpaid as in the causes of stress, inadequate pay rated 44%.

As previously noted, 42.67 % of the participants are managers. 28% of those managers earn between 1001 and 2000 USD that means; they are the sub-managers that do not have enough power for complete decision-making.

Percentage distribution of income categories, selected periods

Income Category	Period		
	1959-1960	1973-1974	1994-1995
Low	50 %	22 %	52 %
Intermediate	32%	57%	38 %
High	18%	21 %	10 %

Table 23: Crosstab 18

(Source: 1959-1960: République Libanaise, Ministère du Plan, Besoins et Possibilités de Développement du Liban, Tome I, Mission IRFED, Liban, 1960-1961. 1973-1974: Yves Schemeil, Sociologie du Système Politique Libanais, Université de Grenoble, 1976. 1994-1995: Centre d'Information Stratégique et Economique (CISE)).

According to the 1998 study by Central Administration for Statistics the average monthly household income in Lebanon amounts to:

- LL 1,540,000 (average size of household is 4.8 individuals) (around 1,026 USD).
- A maximum of LL 2,069,000 in Beirut (average size of household is 4.3 individuals).

The above studies show that throughout the years, the percentage of low income has been increasing and participants have been straining with what they receive as payment.

When it comes to working hours, and despite the fact that 48 % of the participants Rarely/ No never take the full allotment of time for the coffee/ lunch/ dinner breaks; 92% of the participants work more than the required working hours per day. Conform to what employees answered, 72% of the participants feel that they have too many tasks to tackle and cannot complete them during the average 8 working hours a day. Add to that the time consumed on arguments, harassment and energy wasted in dealing with them (the relation already tested and confirmed).

According to the basic labor laws, enacted in 1946, when it comes to working hours:

All employees are subject to the guidelines set by the labor law. An employer may demand a maximum of 48 regular hours per week from his employees. Under special circumstances, employers are permitted to add extra hours to an employee's regular shift, but this requires a permit from the Ministry of Labor.

As 92% of the participants work more than the required working hours per day, it is only understandable that 66.33 % do not regularly work out (3 times a week). Being mentally and physically consumed at work all day, and coming back to more responsibilities at work; it is hard for anyone to find the time to work out. This in itself is a problem since it increases the stress in one's life rendering things even worse. Solution for this problem as well as further explanation will be included in the final chapter.

When it comes to having a healthy relationship with the manager, 58.66% of the participants answered that they often do not know what their superior thinks of them or how he/she evaluates them. This could be explained through various aspects,

- The lack of policies that correctly values the work performance, on a regular basis
- The detachment of the manager from the day-to-day activities and the lack of interest in building a somewhat personal relationship with the employees
- Employees can be considered as human capital = subjects owned by the company that are supposed to be performing at their best.

The unhealthy aspect of relationships that are built at work is reflected in the confirmation of most participants (66.66%) to having a tensed working environment due to arguments with people at work whether superiors, coworkers or customers. When this same question was asked differently, that is, directly relating the unpleasant environment to oneself; participants seemed hesitant and reluctant, choosing to be cautious rather than to answer truthfully, as 58.67% answered positively. For this reason, and in order to be more specific, the 58.67% will be used for the analysis.

When asked about the participant's own causes of stress at work, Harassment according to them was the number one cause, at 72%. This only reconfirming the notion of having unhealthy relationships created at work. After harassment, the participants also complained of being overworked and being too much pressured to finish those tasks (both at 56%). Here the aspect of lack of consideration and good management becomes flagrant participants feel they are given too many tasks and pressured constantly to finish them amidst bullying (44%) and ongoing harassment. With that in mind, having 44% of the participants state that inadequate pay is a cause of stress is only justifiable.

With a tensed work environment charged with arguments and harassment, having too much to do and feeling unable to finish the tasks in a normal working day, staying late or coming in early the next day, not living a healthy lifestyle, to top it all, add a whopping 57.33% of participant feeling not liked by the people around them. All these obstacles lead up to a logical 62.66% of participant feeling that they have very little control over their life at work. The lack of quality of life at work that participants perceive to be so overwhelming becomes an inevitable factor of depression.

Having to go through this turbulent cycle day by day is bound to have some repercussions on employees as well as organizations. The already physically unfit participants due to lack of workout exercises, and who are also exposed to mental pressures and stress, experience health problems such as: Fatigue, Neck and Back Pains, Tension, scored the highest percentages, respectively, 69.33%, 48%, and 45.33%. As if that was not enough, the effects ripple out to their family and personal life 42.67% who is also affected negatively. Physically and mentally exhausted, the term "stress" becomes a plague in the participant's life.

Organizations, when their main engine smoking, will also see a slack in performance as 64% of participants answered that they had indeed taken days due to stress. The average of working days taken was around 5 days.

However, when asked if they thought absenteeism due to stress has increased at the workplace, 56% of the participants confirmed it; those are the ones who notice this once their co-workers are gone since they add to the load of work they must carry on. The 16% that rejected knowing any such absenteeism caused due to stress, are too consumed and fully engrossed in their own work to notice it. While the 28 % who answered that they did not know if absenteeism happened due to stress are considered to be independent in their work, and not affected by the absentees. That makes 34% of the participants unaware of the state of the others around them; whether mental or physical.

Absenteeism can take its toll on the organization if it is not controlled or contained within reasonable limits. Consider the case of a company, opening from Monday to Friday:

- Number of employees = 50 (minimum number of employees in the organization of the sample chosen)
- Number of working days lost due to absence per employee = 30 + 5 = 35 days lost per employee
- Number of MENDAYS/MONTH: 26 X 50 =1300
- Number of MENDAYS/YEAR: 1300 X 12 = 15 600
- Number of MENDAYS LOST DUE TO ABSENTEISM/YEAR: 35 X 50 = 1750
- Saturday and Sundays per month: 104 days (not included as we considered 26 working days/month)
- Official holidays in Lebanon: 16 days
- Number of MENDAYS NOT WORKED/OFFICIAL HOLIDAYS/YEAR: 50 X 16 = 800
- Vacation (2 weeks) : 14 days
- Number of MENDAYS-HOLIDAYS/YEAR: 50 X 14 = 700
- Number of MENDAYS LOST/YEAR: 1750 + 800 + 700 = 3250
- Effective number of WORKED MENDAYS/YEAR: 15 600 – 3250 = 12350

- Effective number of WORKED MENDAYS/YEAR/EMPLOYEE = 12 350/50 = 247 = 67.67 % WHICH REPRESENTS ALMOST I/3rd OF THE YEAR.
- THE WORKING INDEX IS 0.67

Besides materialistic costs, there is the loss of productivity of the absent employee which results in overtime for other employees to fill in, thus the organization is hit by a decreased overall productivity of those employees. Should the organization opt for temporary support, it will just be an incurred cost. This lack equilibration within the organization will lead to possible loss of business or even dissatisfied customers. As managers feel the heat, employees are pressured even more to finish the load of work in time; this creates even more problems with employee morale.

As to the relations that were made, below is an organized summary of the results. Further explanation will be made in the final chapter (chapter five).

H2: Harassment, major cause of job stress – is affecting   Human Relations at work

- When it comes to having the impression that the participant is repeatedly picked on or discriminated at work, there is a moderate relation with the frequent arguments that tend to happen with the superiors, coworkers or customers.
- When it comes to the participant feeling that he/she is not liked by people at work, there is a moderate relation with the frequent arguments that tend to happen with the superiors, coworkers or customers.

For H3: Harassment, major cause of job stress – is affecting Performance at work

- There is a significant relation between the participant having frequent arguments at work with superiors, co-workers or customers, and having to take sick days due to stress.
- There is a significant relation between the participant having frequent arguments at work with superiors, co-workers or customers, and coming early or staying late to complete work.
- When it comes to the participant feeling that he/she is not liked by people at work, there is a moderate relation with the frequent arguments that tend to happen with the superiors, coworkers or customers.
- When it comes to the participant having frequent arguments with superiors, coworkers and customers, there is a moderate relation with him/her feeling unable to cope with the conflicting demands of various people at work.

When testing H4: Harassment affects Morale in such a way that it attains behavior.

- There is a significant relation between the way the participant perceives he/she is being treated and work (whether the work environment is rendered hostile because the participant is being picked on or discriminated against), and having to take sick days due to stress.
- When it comes to the participant feeling repeatedly picked on or discriminated at work, there is a moderate relation with him/her feeling no control over their life at work.
- When it comes to the participant feeling that he/she may not be liked at work, there is a moderate relation with him/her feeling no control over their life at work.

MORE RELATIONS:

- There is a significant relation between the monthly income of a worker and the way he/she deals with daily chores to be accomplished in a working day.

- There is a significant relation between a worker leading a healthy lifestyle (working out 3 times a week) and whether he/she has taken sick days due to stress.

- There is a significant relation between a worker leading a healthy lifestyle (working out 3 times a week) and how he/she perceives absenteeism increasing at work due to stress.

- When it comes to the participant having more time to do a better job, there is a moderate relation with him/her feeling unable to cope with the conflicting demands of various people at work.

- When it comes to the participant feeling repeatedly picked on or discriminated at work, there is a moderate relation with him/her feeling unable to cope with the conflicting demands of various people at work.

- When it comes to the participant having more time to do a better job, there is a strong relation with the heavy workload experienced throughout the working day.

- When it comes to the participant feeling that he/she has little control over their life at work, there is a moderate relation with him/her feeling unable to cope with the conflicting demands of various people at work.

- When it comes to the participant feeling that he/she has little control over their life at work, there is a moderate relation with the unpleasant environment at work due to conflicts with people. A moderate, positive relationship exists.

All of the relations that turned out to be weak or showed no relation at all will be included in the appendix.

Chapter 5

CONCLUSION AND RECOMMENDATIONS

5.1 Introduction

In the previous chapter, Chapter 4, the main results and relations were presented, followed by a brief analysis of the main findings.

In this chapter, an analysis of the relations will be further analyzed and comparing them to previous related studies presented in chapter two. After dwelling on the problems, feasible solutions will be presented as well as some other recommendations.

To conclude, the limitations of the research are mentioned as well as some other possible studies that could be made in order to better perfect this study.

5.2 Analysis of the Main Results

In Dr. Clark Khadige's article « *L'intelligence Relationnelle dans le Concept des Relations Humaines en Entreprise* » *(Relationship Intelligence in the concept of Human Relations in organizations)*, he explains the notion of relational intelligence as being the force that establishes essential and crucial ties amongst different human components. He further states that having efficient human relations in organizations is vital for the organization to be able to produce, survive in nowadays whimsical markets, and resist the invasion of such markets by the trend of globalization.

When it comes to people being grouped together within an organization on a daily basis for an average of eight consecutive hours, relations are bound to be made on two levels:

- **Professional:** a relation limited to exchanging information, training and learning (whether by observation or practice) and any other-work related task.

- **Social:** relations here may vary on many levels and take on a more complex form, for example collaboration, a partnership that is formed, solidarity expressed as team spirit, camaraderie showing solidarity, personal or intimate.

As Dr. Khadige continues to explain, no matter the type of relationship, the difficulties arising are multiple. Below is some of what Dr. Khadige stated, and that are related to our study:

- Being in relations with others

- Accepting the other relations formed in the organization

- Understanding all types of possible relations that exist between individuals and the organization.

When dealing with relationships in organizations, it is important to realize that the concept is quite complex because humans are intricate beings. Needless to say, the relations built in a composite manner as well, they are double-faced: social and professional.

Here it is empirical that I mention what **THE CORPORATION (2004)**, a documentary film directed by Mark Achbar, enlightens about the reality of corporations. Modern corporations have no other motive than to generate profits for

shareholders. Driven by such materialistic motives, the corporations have no regard as to how this affects the interest of workers, society or even the environment. In order to prove this point, the film selects several examples from various areas in which corporations have caused massive damage on numerous levels; such as, child labor, low wages, unhealthy foods, manipulative advertising and environmental damage.

In the documentary film, the corporation's self-interest and financial greed is exposed as its only drive and is thus given the personality of a psychopathic individual. After the Civil War, the 14th amendment to the constitution extended the legal rights of persons to corporations. That means, in the eyes of the law, corporations had the same rights as natural persons. With the pre-war constraints lifted, corporations have grown to dominate the world. That is, gigantic psychopathic individuals are changing our lives, our environment and our future every single day.

In order to support the idea of corporations fitting that type of personality, the film lists several features of psychopathic personality disorder that typical to corporations' "personality":
- Callous unconcern for the feelings of others

- Incapacity to maintain enduring relationships

- Reckless disregard for the safety of others

- Deceitfulness: repeated lying and conning others for profit

- Incapacity to experience guilt

- Failure to conform to social norms with respect to lawful behaviors.

So, it can be said that corporations hold and translate the complexity of human beings. Corporations are a bundle of individuals linked together through relationships. Whether those relations are healthy or not, makes all the difference.

H1: Harassment which leads to unhealthy relations at work is the main cause of stress in the Lebanese corporations.

In this study, according to the findings in chapter four, the first hypothesis is confirmed; the main cause of job stress in the Lebanese corporations is harassment (72%). That is why; the effects of harassment were studied on three levels: (H2) the nature of human relations at work, (H3) the performance and (H4) moral of individuals at work. Harassment comes from the disruption of healthy relationships due to important external and internal factors.

In a country where the social image, political or social connections and exerting power speak louder than fairness, equality and skills, the Lebanese culture plays a pivotal role in molding those relationships built at work. Managers attempt to protect that powerful image by hiding their own faults and incompetence through blaming their subordinates, controlling the weaker party and strategically crushing those who flourish too quickly. The Lebanese culture is all about ego, social connections for benefits, and materialistic boastfulness. A culture that has taught generations that they are never wrong, and that "you always know best". Unfortunately, this kind of mentality limits individual's eagerness to progress and hinders the motivation to acquire new skills and build healthy connections, not only to increase their social life, but to learn from others and accept their differences.

In a country where accountability is seen as weakness and demeaning, blaming others or trying to talk out of the situation, bending the rules, , is seen as having a keen and con-like personality which is respected in Lebanese culture.

Ironically, Lebanon considers and boasts of its strong point and advantage, a free, open and pluralist society. Lebanon is the sum of approximately eighteen heterogeneous religious communities: Maronite and Eastern Orthodox Christians, Sunni and Shia Muslims, Druze, and a host of lesser denominations and sects. Lebanon also

hosts the freest Christian community in the Middle East and the most culturally sophisticated Muslim communities. Unlike its Arab neighbors, society has traditionally been more powerful and more durable than the state. Lebanon's civil society features active churches and mosques, religious organizations, a large network of banks and businesses, excellent schools and universities, reputable medical facilities and hospitals, and many independent unions.

Lebanese society has been scarred by the violent civil war of the mid-1970s and the invasions, and occasional occupation by the armed forces of foreign powers and organizations that followed. The waves of migration that followed as well as the underlying trend toward modernization led to social alienation. Once socially and politically fragmented among various provinces, it was not until the year 1920, when the French were governing, that the greater Lebanon came into existence. Even so, till today, recognizable geographical lines of demarcation separate the numerous sects of the Lebanese society.

It is important to understand the history and culture of Lebanon in order to truly be able to delve in the world of human relations. Since the Lebanese are known to be passionate people who love to socialize, sometimes this could backfire. Corporations need to know how their main organs (people) interact and work together in order to attain their goals. That is why; this study has chosen to set light on the nature of human relations that are built at work and reaching to the conclusion that job stress that arises from unhealthy relations at work (verbal harassment) and ultimately attains three levels: human relations built at work, performance and moral.

The graph from the websites www.majorcausesofstress.com that was added in chapter two, show that in general, the main causes of stress are accordingly: money, work and the economy followed by family relations. When approaching the causes of job stress, both Luthans (2002) and the WHO's publication (2003) relate job stress to many causes of which, the interpersonal relations at work. While Luthans categorizes them under organizational structure and design where he states the line-staff conflicts, the WHO categorize them under work context where harassment and bullying are

acknowledged. In the 2000 annual "Attitudes In the American Workplace VI" Gallup Poll, the percentage of participants who answered that they experienced some sort of threat or verbal intimidation in the past year, was only 18% as compared to our 72% who answered that they consider harassment as their main cause of stress at work. However, the poll also showed that 9% were aware of an assault or violent crime in their workplace and 10% were concerned about an individual at work they fear could become violent. That same year, as presented in chapter two, another survey was made by Integra- International Association for Human Values, where the numbers showed a very different aspect of what happens at work. That survey showed that 42% report that yelling and other verbal abuse is common; 29% had yelled at co-workers because of workplace stress, 14% said they work where machinery or equipment has been damaged because of workplace rage, 2% admitted that they had actually personally struck someone. Furthermore, according to the CFOI and OSHA surveys presented in chapter two, violence has increased within the workplace in the United States of America. Sadly, having 506 workplace homicides in 2010, and about a million workers a year are victims of non-fatal workplace violence, such as sexual and other assaults in the USA reflect the gravity of harassment and bullying that are occurring. The participants have voiced a similar complaint, as Harassment at 72% and bullying at 44% have become the main cause of stress in the Lebanese corporations.

An explanation of the relations found in response to the second hypothesis and an insight into the deficiency in the management's role in the Lebanese corporations.

H2: Harassment, the major cause of job stress – is affecting Human Relations at work

The relations that were found concerning this hypothesis are:

 – There is a moderate relation between the frequent arguments that tend to happen with the superiors, coworkers or customers and the participant having the impression that he/she is repeatedly picked on or discriminated at work.

 – Also, there is a moderate relation between the frequent arguments that tend to happen with the superiors, coworkers or customers and the participant feeling that he/she is not liked by people at work.

In order to better analyze the above relation, below is a table that summarizes the interrelated factors and their results:

Factors	Result In
Harassment (72%)	Leads to having frequent arguments with supervisors/co-workers or customers which will in turn; render the participant feeling that they are not liked by people around them, and have the impression that they are repeatedly picked on.
Bullying (44%)	
Pressured to finish tasks (56%)	
Overworked (56%)	

Table 24: Harassment and Human Relations

This shows that the harassment, bullying and pressure to finish their overloaded tasks are the main plague in the human relations built at work. The inability to well communicate the tasks at hand, ask for progress report or sympathy for the individual's needs will embodied in harassment and bullying that are unleashed through frequent arguments and ruthless commands. To confirm this, 66.66% of the participants positively confirm and relate their unpleasant work environment due to conflicts with people. As to when asked how do people communicate in the workplace in case of conflict, 74.67% answered that it was done verbally, 21.33% answered that it was done

silently and they guessed from their changing attitudes towards them, and 4 % answered that it was dealt in writing. The verbal communication people used whenever conflict arises makes way for harassment to creep into the conversation, a typical Mediterranean behavior. The unhealthy environment is felt deeply by the individuals who get the impression that they are not liked and that they are repeatedly picked on.

According to the NIOSH report and Workplace stress survey was created by the Marlin Company that were provided in chapter two, add to the causes of stress the fact that the results of the findings show that work overload has become a strain on the employees. Whether the reason is the downsizing that has been occurring or mismanagement, having 50% of the participants say that they have a heavier workload than last year is not to be disregarded. Another survey on the American market gave similar percentages (found in details in chapter two), and added that 48% felt they were given too many unreasonable deadlines and too much work to do. The survey also showed that 42% felt they sometimes, rarely or never have adequate control or input over their work duties. With that in mind, it did not come as a surprise when the survey found that 73% of American workers say they would not want their boss's job. It seems as if the American Dream is no more.

Similarly, the findings of our study show that 56% of the participants feel they are overworked and pressured to finish their tasks and 58.66% of employees do not know what their manager thinks about them. These percentages will further be explained below.

There are certain aspects of administrative actions or behaviors that hamper the attainment of the corporation goals. That is why; employees in certain key managerial positions who lack certain key competencies would cause chaos within a corporation. It is well known that Mediterranean behaviour is based on emotions whereas northern people are more rational (Khadige, 2010). The Lebanese behaviour is shaped by the family and the society. As a boss a certain image must be maintained, certain titles to be obtained to nurture the Lebanese ego.

Throughout this study it became clearer that below are the main pivotal shortfalls that characterize most managers in the Lebanese corporations:

Communication:

Managers are poor communicators as they have difficulty expressing themselves to their subordinates who are left confused and frustrated.

The main reason for this is the usage of "buzzwords" or idioms. As the findings in chapter 4 show that most employees, in case of conflict, sort things out verbally it is only natural to have some sort of neology happening. This neologism tends to occur in cultures where information is flows easily, this in itself can be a blessing but also a cumbersome reality. As most employees (56%) felt that they had to deal with too many job tasks to possibly finish in a working day, this miscommunication plays a main role in encouraging such havoc. The usage of neology in technical, administrative and political environments is part of the Lebanese culture. High context communication is a characteristic of the Lebanese culture whereby the complexity of communication entitles one must read between the lines and take notice of the body language as well, in order to better understand the message.

Managers opt for using buzzwords in order to impress and show some sort of superiority. However, by doing so, ambiguity and confusion will hassle the employee as he/she tries to figure out the meaning behind the words and the gestures. In management, for example, organizational goals stated using such words with unclear meanings can act as a buffer again questioning the intentions of these decisions.

As a result, 58.67% of the participants felt that they could not freely express themselves at work or get things off their chest and a similar 58.66% of the participants answered positively to not knowing what their superior thinks of them or how he/she

evaluates their performance. This distant relation between the individuals and specifically managers will on the long run take its toll on achieving job tasks and organizational goals.

Character:

Managers' character and personality greatly affects employees' motivation and efficiency. As the findings show in chapter 4, a 58.66% of employees do not know what their manager thinks about them. This can be related to the following types of manager's personality at work that are "typical" in Lebanese corporations. Some managers can be characterized at least in one, two or even all of the below personalities at once. It is to be noted that, from various observations made by local consultants that a majority of managers do not consider the human side of their employees and collaborators, but mostly as elements or tolls belonging to a production and productive systematic process. This represents, another cause of distress intensifying a general existing stress.

A **Distant** and **Inconsistent Manager** will come off as cold and uncaring to their subordinates. The inconsistency of a manager applying the same criteria or following the same steps in similar circumstances will give mixed messages rendering the subordinates unable to define the corporation's needs and culture in order to better integrate. As the employees will not be able to fully integrate in the corporation's culture and job tasks to be done, they will continuously have this cumbersome feeling. Unable to finish their job and receiving feedback from their distant manager, employees will have a continuously increasing tense attitude towards their job.

A **Self-Centered** and **Focused on Appearances Manager** will be seen as an uncaring and selfish manager, always putting his/her own self-interest first or the fact that success at work is only due to their competencies. This type of manager makes sure that the office is in an impeccable state and that the image he/she is showing is as

close to perfection as it can get. This is a "typical" Lebanese manager who flourishes on public relation contacts and aims at asserting the power endowed to them through physical appearances. In a country where materialism has infiltrated every home and constitutes a major part of one's identity, it is viewed only as "normal" for the manager to show a pompous attitude. However, subordinates at work need to feel that they can relate to the manager and build a caring relation in order to work properly.

Another major dysfunctional behavior that the Lebanese corporations suffer from, and perhaps can be considered as one of the worst manifestations of incompetence is, **Harassment.**

The manager who relies on harassment (whether sexual or not) to get things going in a corporation and abuses of the power he/she was entitled of, creates a hostile working environment. When the workplace situation becomes too uncomfortable for an employee to reasonably perform his/her job, the term hostile work environment is used. This legal term describes the general ambience at work that is rendered insufferable for some due to certain behaviors by management or even co-workers; such as a boss being rude, yelling, showing violent acts like slamming doors, throwing things around and being annoying.

In the United States of America, this term is very specific, especially in the legal setting when an employer is being sued for creating an environment that causes severe stress to the employee, whether due to sexual or verbal remarks, discriminatory remarks concerning age, gender, race, sexual orientation or disability.

It is also to be noticed that such manager's behavior is often reflected on two other human targets, social relations without any work expectations and potential customers/clients. Showing a behavior of *successful manager* or *successful organization* tends to stress the new established relation. As a result:

- Unsatisfied or stressed new social relations tend to refuse, or avoid, any further contact.

– Customers/clients expecting a close customer relationship management process cannot, and do not, expect to receive the necessary attention and rather find either another party to deal with, or definitely choose competition.

As a conclusion to what has been unmentioned, managers by creating an unhealthy business atmosphere, customers/clients tend, as necessities dictate, to deal with employees directly, so they can find an agreeing environment. Managers are then left aside and called upon in case of possible conflict. As a consequence, an organization cannot overcome objectives and consolidate business retention.

It can be summarized in a tripartite relationship:

> Management - HR relationship
> Management - Customer/Clients relationship
> Transactional relationship HR – Customers/Clients

The following tables will summarize the stressed or relaxed situations:

MANAGEMENT – HR RELATIONSHIP	
POSITIVE	**NEGATIVE**
Employees are > Productive > Innovators > Take initiatives	Employees are > Unproductive > Late in performing tasks > De-motivated

Table 25: Management – HR relationships

MANAGEMENT – CUSTOMERS/CLIENTS RELATIONSHIP	
POSITIVE	**NEGATIVE**
Customers/Clients are ➢ Satisfied ➢ Loyal ➢ Participative	Customers/Clients are ➢ Unsatisfied ➢ Late in ordering ➢ Not loyal

Table 26: Management – Customers/clients relationship

TRANSACTIONAL RELATIONSHIP HR – CUSTOMERS/CLIENTS	
POSITIVE	**NEGATIVE**
Relationships are ➢ Trustful ➢ Long term acting ➢ Constructive	Relationships are ➢ Tensed ➢ Requires guarantees ➢ Unproductive

Table 27: Transactional Relationship: HR – Customers/clients

In Lebanon, employees are not aware of any stress policy 13.33% while 86.67% answered that there is no stress policy within companies, or even if a law exists to protect them legally from harassment. This is a major problem as the employees do not have full knowledge of their rights. Corporations do not have stress policies, and harassment which proved to be the main cause of stress at 72% within the Lebanese corporations is leaving employees defenseless.

This harassment that is poisoning the daily lives of once-ardent workers can be attributed to the intellectual incompetence of managers who are obtuse and have difficulty in understanding people. Such managers try to compensate their short-comings by becoming dominant, controlling and inflexible. Inflexibility is viewed as a

very important factor by the subordinates who will relate it to the managers' insensitivity and lack of sympathy. Of course there are general rules and policies that the corporations demand employees to follow, but a manager who can bend the rules just a little or allow for a one-time exception according to the other's needs will win that employee's trust and gratitude.

A look at the psychological reason behind harassment behavior in a manager or co-worker is the need for that individual to control. Despite managers showing a pompous attitude, it is to be remembered that they are only humans with feelings, fears, aspirations, insecurity issues and personal problems. Most managers seem too content in their manipulation of people, as it reinforces their own concept of power and control.

Being a manager and having a title that gives power and authority, creating the Cesar's syndrome, can have damaging effects for first-time bosses who are drunk in their arrogance and the new given empowerment they are sensing. They feed their insecurity by giving orders, and as they see their subordinates succumb to their will, they consider themselves great manipulators. In their mind, they believe they have attained the management position because of their experience in the corporate world. What those first-time bosses seem to forget that people skills are the key to becoming a successful leader, and not just a bossy figure within a corporation.

All in all, managers who deal with their employees so vehemently are only focused on the short-term. Such managers lack strategic thinking as they keep falling to the demands of the moment which is good only in certain cases. However, in Lebanon, this type of management is becoming the norm as more dissatisfied employees come and go, badmouth the company and feel a complete detachment from the corporation's culture. The economic and political situation of the company creates enough pressure on both managers and employees to leave space for creativity and time for bonding.

For H3: Harassment, major cause of job stress – is affecting Performance at work

- There is a significant relation between the participant having frequent arguments at work with superiors, co-workers or customers, and having to take sick days due to stress.

- There is a significant relation between the participant having frequent arguments at work with superiors, co-workers or customers, and coming early or staying late to complete work.

- When it comes to the participant feeling that he/she is not liked by people at work, there is a moderate relation with the frequent arguments that tend to happen with the superiors, coworkers or customers.

- When it comes to the participant having frequent arguments with superiors, coworkers and customers, there is a moderate relation with him/her feeling unable to cope with the conflicting demands of various people at work.

In order to better analyze the above relation, below is a table that summarizes the interrelated factors and their results:

Factors	Result In
Frequent arguments with superiors, coworkers or customers (58.67%)	Leads to participants taking sick days due to stress (average 5 days), feeling that they are not liked, not being able to meet and cope with the conflicting demands of various people at work as well as coming in early or staying late to complete work.

Table 28: Harassment and Work Performance

According to the results of the study, conflicts that are occurring at work are being sorted out verbally (74.67%), add to that the fact that harassment is the main cause of stress; the frequent arguments that occur are bound to have repercussions. This time however, it is the performance of the participants that is attained and is expressed through feeling that they are not liked, amongst other effects to be explained later on. This feeling of not being liked in the workplace where the participant stays in that environment an average of eight hours daily, causes distress. This distress can be acute, a short-term misunderstanding that is solved easily and effects are worn out. However, if the participant has been having frequent arguments with people at work, for a longer period of time then this chronic stress would most probably have more serious effects on the participant. Being put under constant stress due to arguments at work, insults, verbal harassment will also affect the individual's mind, which ultimately leads to psychological stress. Both the 1978 IACP's report and World Health Organization's publication (2003), Protecting Worker's Health Series N 3, stated in chapter 2, mentioned that the individual will become increasingly distressed and irritable, withdrawn and isolated, as well as have feelings of rejection by others (low self-esteem), amongst other effects that will be explained later on when the effects are exposed.

Such studies show that as the individual who feels that he/she is not liked at work, will withdraw and isolate himself/herself. This isolation will lead to a break in the communication at work; team work will suffer, as well as the lack of cooperation will cause further arguments and conflicts. It is a vicious circle that keeps getting worse if not resolved. That brings us to the second relation that the findings showed: a relation between the frequent arguments with superiors/coworkers or customers and the participant unable to cope with the different demands of people at work. Add to that the second main cause of stress according to this study, overworked (56%), that miscommunication due to harassment and frequent arguments is bound to make misunderstanding and render tasks unclear.

Consequently, since tasks are unclear and more problems arise, another relation showed that individuals stayed late or came in early in order to complete their tasks and cope with the overload. The ILO 2000 study, mentioned in chapter two, supports this finding; employers are working longer and harder. According to the ILO 2000 study, Americans are working an extra 40-hour work week in 2000, compared to the ten previous years.

Having this constant pressure to finish tasks and having to make sacrifices and offer more than the required time and effort, will lead to the creation of more job stress. This in turn, according to the WHO's publication (2003), Protecting Worker's Health Series N 3, will adversely affect the company by increasing absenteeism, decreasing commitment to work and ultimately impair performance and productivity.

Similarly to the findings to our study, there exists a significant relation between the participant having frequent arguments at work with superiors, co-workers or customers, and having to take sick days due to stress (an average of 5 days). This problem of absenteeism is seen more flagrantly in the studies (stated in chapter two) made by the European Agency for Safety and Health at Work and Attitudes in the American Workplace Gallup Poll's three year study a three year sustain the gravity of this issue by their findings. Some of the results of those surveys were; the number of employees calling in sick because of stress tripled from 1996 till 2000, around 1 million workers are absent every day due to stress, more than 50% of the 550 million working days lost annually in the U.S. from absenteeism, the main cause is stress related and 60% of employee absences could be traced to psychological problems that were due to job stress.

It is important that organizations realize that this absenteeism can have hidden and materialistic effects. According to Health at Work and Attitudes in the American Workplace Gallup Poll (mentioned in chapter two), unanticipated absenteeism is estimated to cost American companies $602.00/worker/year and as for large employers

could approach $3.5 million annually. The University of Western Australia's study came to the conclusion that at least $2 billion a year in lost productivity in Australia, whereas the Confederation of British Industry (CBI) estimated annual cost to business of absenteeism in the UK equal to £19.9 billion. According to DeFrank and Ivancevich 1998 the United Stated has as an estimated annual costs of stress, as a whole range from $200-$300 billion. Absenteeism can really cost the organizations/ Mercer's 2008 survey shows that by giving its equivalent of the base payroll on average (found in chapter two in details), but it also sustains that unplanned absence can cost as much as 21% of productivity lost compared to a 15% of productivity lost for planned absences.

The Department of Labor of the US and the U.S. Department of Justice's Bureau of Justice Statistics (July 1994) also have an average of 3.5 to 4 days of work missed due to non-fatal violent injuries and assault which is close to the average 5 days lost in the Lebanese corporations.

William G Bliss is the President of Bliss & Associates Inc., a Wayne, NJ consulting firm providing advisory services to entrepreneurial companies. Bliss came to the conclusion that after calculating and adding all the costs, and going back to the example (which is presented in chapter two), it can cost $50,000 to $75,000 to replace an employee. Bliss also argues that the costs and impact related with an employee who leaves can have a toll on that company.

If we were to take the case of Lebanon, by simple calculation, the effective number of worked mendays /year/employee is 67.67% which represents almost one third of the year.

If Lebanese corporations were to realize the materialistic losses that they could endure from unplanned absenteeism and from job stress in general, they would have to worry more than just the political situation of the country. Even Dr. E. Thomas Garman (2004) has realized that the number of hours of reduced productivity is: 20 hours per-month/per-employee due to stress. According to Good Morning America (2001) "absentee-ism has tripled at the workplace in the last year due to stress". Should the Lebanese corporations not deal with this epidemic before it infests everything, things could aggravate terribly and at a very fast speed, especially that this kind of problem attains every aspect: physical and mental. As a direct consequence, demotivation will take place and unproductive behavior would be a general aspect in HR working activities.

When testing H4: Harassment, major cause of job stress – is affecting Moral at work

- There is a significant relation between the way the participant perceives he/she is being treated and work (whether the work environment is rendered hostile because the participant is being picked on or discriminated against), and having to take sick days due to stress.
- When it comes to the participant feeling repeatedly picked on or discriminated at work, there is a moderate relation with him/her feeling no control over their life at work.
- When it comes to the participant feeling that he/she may not be liked at work, there is a moderate relation with him/her feeling no control over their life at work.

In order to better analyze the above relation, below is a table that summarizes the interrelated factors and their results:

Factors	Result In
Participant is being picked on or discriminated at work (45.33%)	Affects the way participants perceive they are being treated at work, taking sick days due to stress and feeling that they have no control over their life at work (62.66%).
Participant feeling that he/she may not be liked at work (%)	

Table 29: Harassment and Work Moral

This study takes on a more sinister angle when it explores how job stress, mainly due to harassment, being picked or discriminated at work, affect the moral of the participants. The extent to which it affects the victim, depends on that victim's personality and the severity of harassment. Either way, the self-esteem and confidence of the victim is attained. A prolonged psychological stress will lead to the exhaustion of the victim whether mentally or physically. In IACP's report that is detailed in chapter two, some of the psychological effects of stress were illustrated by symptoms such as, constant feeling of uneasiness, irritability towards others, irrational fear of disease, anxiety regarding money, feelings of despair at failing as a parent, withdrawn and isolated and a short attention span. Such emotional and mental effects can be detrimental to a human being. The victim will be less productive and capable of functioning within an organization. The report, similarly to the findings of the Lebanese organizations, stated that the individual would feel recurring feelings of rejection by others (low-esteem) and also have recurring feelings of hopelessness in life. These negative feelings that dominate the victims will make them feel as if they have no control over their life at work, and that can be damaging.

The usage of the word *victim* comes in the analysis of the relation between harassment, job stress and the moral of the participant because it ultimately becomes a matter of life and death. Having your spirit broken down with constant teasing, hate speech, physical abuse and having no one defend or care for your situation can lead someone to the edge of desperation. An edge that has become so thin has seen many lives surrender to the jaws of death. Whether by cruelty, jealousy, lack of confidence, claim for power, or bad management having the souls of people tortured to death is a life stain for organizations and the harassers. Excuse the usage of descriptive words, as it is hard not to draw the picture of desperation that is built within the organizations walls. As such, sad events are recalled like the 29 highly-publicized suicides at France Telecom that occurred because of too much pressure from managers and the alarmingly suicides rates that are on the increase.

In Lebanon, such suicides related to harassment may not have been recorded, however, should things continue to aggravate as such; the statistical numbers will become frightening with years to come. It is worthy to note that 64% have answered positively to having taken sick days because of stress in the past two years. The effect of taking sick days was explained previously numerically. However, there also hidden effects for taking sick days; to name a few, the transfer of work load to other employees and affecting their own performance, increasing turnover and decreasing commitment to work as well as other effects stated by the WHO 2003 publication (mentioned in chapter 2).

When it comes to employees having or knowing of the existence of a stress policy in their organization, 86.67% answered no while the rest answered that they do not know of any such policy. Having no stress policy in the Lebanese organizations shows the lack of knowledge and interest in this grave issue. As long as the high levels of distress will continue to rise, problems like the inability of individuals to concentrate and to make good decisions, will continue to cause a reduction in output and performance, loss of employment and higher turnover. When the mind breaks down, so will the body; after all, there is a very thin line between life and death.

There is a general belief that people who suffer from a mental illness are more likely to be violent than the rest of the people. In reality, according to Dr. Heather Stuart who is an epidemiologist and co-founder and co-chair of the Scientific Section on Stigma and Mental Disorders for the World Psychiatric Association, only 3% of all violent crimes can be attributed to people with mental illness. Also, people with mental illness are 2.5 times more likely to be victims of violence than the rest of the people. According to Kelher and Armstrong (2006), freedom from discrimination and violence is one of the three most significant determinants of mental health. It is therefore imperative that protection from workplace violence and harassment be implemented. When individuals consider the work environment to be unsafe and start feeling the urge to protect themselves the whole organization will have to suffer the consequences.

As a primary conclusion, in this chapter, harassment at work, under its various existences, would lead to a *hyperproductivism* situation. This situation is mainly characterized with:

➢ Depersonalization of individuals, (loss of personality),

➢ Loss of personal identity,

➢ Loss of motivation,

➢ Loss of social relationship abilities

➢ Loss of moral,

➢ Etc.

Thus, leading to suicidal situations.

Throughout the study, several more relations were observed; of which possible solutions may be extracted:

- There is a significant relation between the monthly income of a worker and the way he/she deals with daily chores to be accomplished in a working day.

- There is a significant relation between a worker leading a healthy lifestyle (working out 3 times a week) and whether he/she has taken sick days due to stress.

- There is a significant relation between a worker leading a healthy lifestyle (working out 3 times a week) and how he/she perceives absenteeism increasing at work due to stress.

- When it comes to the participant having more time to do a better job, there is a moderate relation with him/her feeling unable to cope with the conflicting demands of various people at work.

- When it comes to the participant feeling repeatedly picked on or discriminated at work, there is a moderate relation with him/her feeling unable to cope with the conflicting demands of various people at work.

- When it comes to the participant having more time to do a better job, there is a strong relation with the heavy workload experienced throughout the working day.

- When it comes to the participant feeling that he/she has little control over their life at work, there is a moderate relation with him/her feeling unable to cope with the conflicting demands of various people at work.

- When it comes to the participant feeling that he/she has little control over their life at work, there is a moderate relation with the unpleasant environment at work due to conflicts with people. A moderate, positive relationship exists.

In order to better analyze the above relation, below is a table that summarizes the interrelated factors and their results:

Factors	Result In
Monthly Income	How the worker deals with daily chores to be accomplished.
Amount of time given to finish the task	Affects whether the participant experiences heavy workload throughout the day and feels unable to cope with the conflicting demands of various people at work.

Participant feeling that he/she is continuously picked on or discriminated at work.	Participant feels unable to cope with the conflicting demands of various people at work.
Unpleasant environment at work due to conflicts with people and participant feeling unable to cope with conflicting demands of various people at work.	Participant feels that he/she has no control over their life at work.
Leading a healthy life style (working out 3 times per week)	Affects whether sick days are taken by the participant and whether he/she perceives absenteeism is increasing due to job stress.

Table 30: Other relations

Moral incentives are quite important, however, the materialistic needs are also the minimum requirements of every employee. The study showed a relation between the monthly income and how the employee deals with the daily chores. As long as employee feels he/she's getting fair amount of pay for all the efforts made, then the way he/she perceives the workload will be greatly altered. Should the employee feel that he/she is underpaid, then there will always be the feeling of having too much to do. Money is a basic incentive that appeals to most employees; especially n these hard times. For example, money was the number one cause of stress in an individual's life, according to a study (mentioned in chapter two) made throughout the years 2007 -2010.

Apart from money incentives, a manager's role is really important when it comes to assigning the tasks to be done as well as managing them. By that, time management really seems to be in need nowadays. This study showed that a relation

exists with the amount of time participants were given to finish their tasks and whether the participant experienced heavy workload throughout the day or felt unable to cope with the conflicting demands of various people at work. Most participants (77.33%) felt that if they were given more time, they would do a better job. Coincidently, most participants (56%) also stated that heavy workload and being pressured to finish tall the tasks given were the second and third main cause of stress respectively. Besides administrative shortfalls, this work-overload could also be related to the downsizing and cutbacks that some organizations had to do because of the tough financial situation worldwide. Also, the participants answered that in the past two years, their organization has been undergoing some changes of which, cutbacks (36%) and downsizing (24%). Add to that, the absences due to stress and the missed work that has to be allocated to other employees who already have their own tasks, it is no wonder that % of the participants felt that they could not cope with the conflicting demands of various people around them.

With that in mind, another relation exists between the participant being picked on repeatedly or discriminated at work, and feeling unable to cope with those conflicting demands. As previously explained, harassment not only costs the organizations some money, but it also affects the employee's performance and moral. Some of the hidden effects of harassment are the inability of to victim to focus or make reasonable decisions and have difficulty in thinking logically as mentioned in the WHO's 2003 publication in chapter two. The inability of the harassed employee to focus on the conflicting demands of various people at work confirms the consequences of harassment.

Further relations also show a more sinister or grave consequence of harassment at work. The relation shows the effect of the participant feeling like he/she has no control over their life at work due to the participant not being able to cope with the conflicting demands from various people. This is understandable as the feeling of not

being able to meet the needs of others undermines the person's self-confidence and ability to feel accomplishment. However, the relation also shows that the general environment at work also affect employees. Should the environment be unpleasant because of conflicts due to people, the participant was also affected and felt a lack of control over life at work. Whether direct harassment or indirect harassment (i.e. the environment is unhealthy) the negative effects are just as harmful.

As a final finding, there exists a relation between leading a healthy lifestyle (working out three times per week) and whether sick days are taken by the participant. Most participants (65.33%) stated that they do not work out regularly. People who regularly work out are generally more healthy and fit. Some organizations have realized this and have implemented a gym on site. For example, according to CNN Money, Google, Boston Consulting Group, and SAS Institute are considered to be amongst the best companies to work for in 2012.

Working out three times a week also affects whether the participant perceives absenteeism is increasing due to job stress. As the saying goes, "mens sana in corpore sano". Regular exercise not only affects the body, but the state of mind as well. It has been proved that when a person exercises, "happy hormones" –endorphins- are released. These hormones render a person in a calm, serene and happy state. In addition to feeling energized and having your whole body organs function properly, the self-confidence gets a real boost. In Lebanon, most people lead sedentary lives. Those narguileh get-togethers, the long lasting afternoon lunches, and casual mall trips are the daily regular activities for most Lebanese people. In a country that lacks a lot of public gardens and special outdoor activity arenas, the Lebanese culture does not encourage the active life-style.

5.3 Conclusion

Job stress can be summarized as the natural harmful physical and emotional responses that occur due to a mismatch between the capabilities of the worker and the needs of the job. However, job stress in the Lebanese organizations is attributed to the unhealthy relations that are built at work. Harassment is the number one cause for stress at work. Should harassment at work be allowed to go unchecked, it could have detrimental effects on both employee and corporation. Corporations would cost them more money and less efficiency, while for the employees, it may ultimately cost them their life.

In many countries, harassment is against the law and can result in an employment tribunal and large awards as compensation. Only in Lebanon, we have yet to have at least a sexual harassment law that protects the victims. It was not until March 30, 2010 that the awareness campaign on sexual harassment, The Adventures of Salwa, began. Later on, in December 2011, the sexual harassment support line was finally made available. The Lebanese Counsel to Resist Violence against Women and the U.S. Embassy's Middle East Partnership Initiative also collaborated together on the year-long "Together We Make a Change ... Stop Sexual Abuse" program. Of course, it was the U.S. Embassy's Middle East Partnership Initiative who funded the program. Our calendars date the year 2012, and till now, Lebanon has no has no particular legislation against sexual harassment.

Harassment will definitely have a bad effect on corporations; leading to poor performance, low staff morale as well as poor employee relations. The stress and tension that is built within the corporations wall can become suffocating as it disrupts all communication and lead to loss of respect for management, increase in absence and higher staff turnover. The reputation of the corporation is hence at stake.

In Lebanon, harassment is a very delicate subject that should be treated more seriously. This thesis aimed at showing the grave consequences that are building up within the Lebanese corporations and attempt at bringing a higher level of awareness on the importance of building healthy and professional relations at work. In the Lebanese business world, cynicism is synonymous with strength of character. Dominating others; inflicting injustice and being the cause of suffering of others are considered as a testimony of power. Predatory bullying is probably caused by a combination of a social climate where hostility and aggressiveness prevail and an organizational culture tolerant to bullying and harassment (Fitzgerald, 1995). Should this psychological harassment continue, the Lebanese community could be on its way to facing a serious public health problem. Since one's job is often determined by socio-cultural factors and personal background harassment arises because professional life and private life are closely linked. That is why, taking into consideration the emotional nature of Lebanese people, it is best if work relations are built on professional levels.

The concept of job stress must no longer be confused with challenge. While challenge energizes a person both mentally and physically and motivates to learn new skills, stress slowly but surely destroys that zest within. It is important for managers to know the right amount of stress that should be created within the corporation in order to create a healthy and productive environment. Therefore, it makes good business sense to prevent and minimize workplace harassment as much as possible.

5.4 Solutions and Recommendations

Be aware of the existence of stress and its effects:

The corporation (managers) must be aware of the effects of stress on its employees and hold training sessions in order to teach employees how to balance the demands of life. Corporation should also be aware that employees' personal life is important and show sympathy and cooperation by provide flexible schedules to new parents, or any other personal requirements in order to meet their family demands.

All absences should be registered with the main cause and not just the generalities. The Hr department should be actively involved in knowing the reason behind that leave and ask the employee to fill in a detailed leave form or hold conversations with them and the department fills in a form. Unscheduled absences have been proven through many studies to cost the corporation money and management effort.

According to a research done in the United Kingdom of England by Personnel Today's sister publication Employee Review, below is a chart summarizing the answers of the employers to retain and engagement them within the organization:

Figure 27: Best Ways to Improve Staff Retention and Engagement

(Source: Employment Review)

As a conclusion, the research shows that such changes could give more effect in reducing the negative impact of staff turnover, if managed properly by the employers. As the case studies also show, the most successful way to manage staff retention and encourage engagement is by using a co-ordinated approach where initiatives are used simultaneously. However, as the chart shows, some initiatives as more effective than others:

- 12 % Workforce communications and involvement
- 10% Strategic direction
- 7% Basic Pay Levels, Leadership and Training and Development Opportunities

Using harassment and job stress to motivate:

Job stress and harassment may have a positive effect on the individual; it all depends on that person's character and whether the manager is aware of the need of such stress or treatment. The individual may respond to it positively, by becoming more active, and assuming an attitude of "I want to prove you wrong."

Better allocation of job tasks:

When there is a mismatch between the demands of a certain job and the knowledge and abilities of the employee, stress and pressures arise. This includes both cases: when the demands exceed the abilities as well as when the knowledge and abilities of the employee are not fully utilized.

Role of corporation to create better interdimentional links through better communication skills/channels:

Communication is a connection that renders co-existence and life possible. Without communication, nothing can work properly or survive. Should the communication within an organization be blocked or altered by too much noise, healthy relationships are no longer sustained. Because the findings show that most conflicts at work are dealt with verbally and harassment is the main cause of job stress, it would be better if the organization could implement an internal communication systm (intranet for blogging or sending messages). The next step would be to encourage the employees through seminars and trainings to use that system in case of conflict; this would limit the verbal harassment to a certain degree.

Furthermore, when creating those inter-dimensional links, it is normal that differences arise whether of inter- and intra-cultural nature. That is why; maintaining relations at work on a professional level will considerably reduce harassment. That

doesn't mean that no friendships can be formed at work. It does however mean that people should be able to make a distinction between the usage of words, tone and manner in which to communicate within working hours varies from the usage of slang and casual talk between friends.

Professional Values	Human Values
- Competency	- Personality
- Experience	- Character
- Professional Culture	- Behavior
- Teach and Learn Professional Human Relations	- Perception
- Knowledge	- Culture
- **Work Ethics**	- Education
	- Religion
	- Identity

Table 31: Professional vs. Human Values

As long as relations at work are built on professional values, there will be considerably less harassment within the organization.

Leading a healthy life style: Regular exercise and Healthy food:

In an article in Daily Star (presented in chapter two), Dr. Khrouy and Dr. Nawfal give possible solutions to a lead a better lifestyle. They both suggest taking breaks and vacations. When it came to lunch breaks, only 25.33% answered that they always take their break. This could and should be changed. There is a time for everything and taking a break would reenergize the individual. Most participants (65.33%) do not work out regularly. Both doctors recommend regularly exercising 30 to 45 minutes three times a week. Some worldwide corporations have onsite gym access;

others provide membership to sports clubs. Similarly, the Lebanese corporations should encourage their employees and implement a healthy life style within their culture .We give the example of Bank Audi (main branch) that has a gym in the same building and is accessible for the employees. Corporations could hold internal competition of leisure exercises; such as tennis, skiing or any other fun exercises.

Another suggestion that the doctors gave was taking care of the diet. For corporations that have a cafeteria or provide lunch for their employees, it is important that they educate their employees on the importance of the type of food they eat. As explained in chapter two, the neurotransmitters in the brain are affected by the food that is eaten. For example, a neurotransmitter called Serotonin – which regulates mood, sleep and anxiety is found in leafy greens and other vegetables.

Also, some other techniques of relaxation and stress reliefs are: breathing slowly and listening to relaxing music. For example, HSBC bank has installed radio throughout the floors and has music playing all day. This technique seemed to relax employees who are pressured as well as customers who are always in a hurry.

According to WHO "health is the state of complete physical, mental, and social well-being and not merely the absence of disease and infirmity." It is important to have a healthy working environment. To ensure that, there should be a continuous assessment of risks to health as well as provide appropriate training and information on health issues. Health promotion should be made a priority. Many western countries have already integrated this through networks of clinical specialists that are setting up cooperative programs with physicians and psychotherapists in order to listen to victims of harassment, help them analyze their situation, pull them out of isolation, rebuild their self-esteem, and help them find new jobs and live a normal life.

This, unfortunately, is not the case in most of the Arab countries where such techniques are not available.

Some recommendations for managers/ supervisors:

There is a clear problem of work overload, that is why, it is important that the employee's job tasks are planned in advance. This will allow the employee to have better control and an overall idea of the performance standard expected.

Managers must also consistently supervise and evaluate the employee's performance. After every evaluation, feedback must be provided; as 58.66% of the participants answered that they do not always know what their superiors think of them. Positive suggestions should be communicated in order to strengthen performance.

In order to always boost the employees' self-confidence, monthly or annual trainings must be administered. The trainings should revolve around topics that will improve their performance like time management, better communication, team spirit and introduce new skills.

"Employee of the month", is a good strategy that must be done in corporations in order to set the example for the rest of the employees of the kind of performance that is expected and that it is reasonable and reachable. Possible promotions or rewards given to those exceptional employees must be done so in front of all employees in order to motivate them to reach higher goals. Rewarding employees is very important as it makes them feel appreciated and valued within the corporation.

Identify the harassment occurring at work:

Harassment can be identified through:

- Personal observation of workplace behaviors such as workers becoming withdrawn and isolated and poor worker morale and erosion of loyalty and commitment.

- Discussions with workers, including managers and supervisors;

- Anonymous surveys;

- Exit interviews are very important as they may reveal true managerial problems and better understand absenteeism and staff turnover.

Preventing or controlling workplace harassment:

- workplace harassment/ job stress prevention policy;

- Friendly complaint handling system as ways for employees to report instances or risks of workplace violence and harassment.

- Reviewing human resource systems in order to see whether hiring is comfort to demands at work;

- Implement open communication systems since workplace harassment is more likely to occur in conditions of secrecy and poor communication, and

- Training and education.

All the above measures must be continuously implemented in order to have good control measures.

To help reduce job stress, organizations must have policies and practices for workplace harassment:

The implementation of policies and practices that promote and protect employee mental health and psychological safety will help reduce job stress and give the employee some peace of mind. The workplace violence and harassment policies must be written down and included in the code of ethics for the corporation.

According to the Workplace Mental Health Promotion Guide, a harassment prevention policy should:

- include a statement from top management to all workers stating that harassment is inappropriate and will not be tolerated;

- describe harassment and the types of behavior that constitute harassment;

- include a statement of risks to the organization and individuals;

- identify where complaints should go (ex., Human Resources);

- encourage workers who experience or witness harassment to report it;

- clearly state that retaliation against or victimization of workers who report workplace harassment will not be tolerated;

- state the process that will be followed if a complaint is received; and

- state a commitment to prompt action if workplace harassment occurs.

5.5 Limitations:

1. It takes time to build trust with participants that facilitates full and honest self-representation.

2. Responses could be inaccurate because of dishonesty, negligence, or misinterpretation or even fear in this case. For example,

3. Responses from managers when could be biased because they want to give out the best image of the organization as well as not show any failure under "their rule". Some managers would recommend or send us to their "favorite employee" in order to do the questionnaire with him/her. By that, the manager would be sure of keeping a "clean" image of the organization.

4. The sample was restricted to Mount Lebanon, Beirut and suburbs. It did not cover all the Lebanese regions because of time and money constraints.

More studies can be done in order to better reach more accurate conclusions:

1. The study could be done on a wider sample, to include most regions in Lebanon. A study could also include the smaller family business where different causes and aspects of stress may arise due to management conflicts, resource allocations and even hiring processes.

2. Victims bullied by their superiors also seem to suffer more in psychological terms than victims of co-worker bullying (Einarsen, 1997). This could be an interesting question to see whether in Lebanon, peer-bullying and leadership-bullying in essence is affecting employees more than co-worker bullying.

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APPENDIX A: SAMPLE OF 50 ORGANIZATIONS

Services:

1. Arcada hotel
2. Royal hotel
3. Habtoor hotel
4. Metropolitan hotel
5. Phoenicia hotel
6. Bank Aoude
7. Blom Bank
8. Byblos
9. Credit Libanais
10. Fransabank
11. Arope
12. Allianz SNA
13. Roadster
14. Chopsticks
15. Al balad

Health:

1. American University Hospital
2. Hotel Dieu
3. St. Georges
4. Al Roum St Georges Beirut
5. Clinic of caritas
6. Al Makased Al islamiya
7. Hopital Sacre Coeur
8. Hopital Mont Liban
9. Hopital St. Joseph

Commerce:

1. Galerie Melki
2. Metro Superstore
3. Caliprix supermarket
4. Pharmacie Bassil
5. Pharmacie Aoude
6. City Mall
7. BHV
8. Pharmacie Al Rahbani
9. ABC

Education:

1. Notre Dame University
2. Universite Libanaise
3. American University of Beirut
4. Lebanese American University
5. Universite St. Joseph
6. Saint Coeurs Kfarehbab
7. Zahrit El Ihsan
8. Lycee de ville
9. Lycee Nahr Ibrahim

Industry:

1. Indevco
2. Marie France
3. Najwal
4. Matelec
5. Cable du Liban
6. Holcim
7. Café Najjar
8. Hawa Chicken
9. Al Wadi Al Akhdar

APPENDIX B: QUESTIONNAIRE

This questionnaire is designed to complete the requirements of a Master's Degree in International Business. It is expected to take 10 minutes to complete. Through your participation, the study will be able to make possible recommendations that will highlight the conditions of the Lebanese corporations. The results of the survey will be treated as confidential and will be used only for academic purposes. Kindly answer the questions as honestly as possible. Thank you very much for your cooperation.

General information

- Gender
❑ Female
❑ Male

- Age
❑ Less than 20 years
❑ 20-29 years
❑ 30-39 years
❑ 40-49 years
❑ 50 or more years

- Duration of last job
❑ Less than one year
❑ 1-2 years
❑ 2-5 years
❑ 5-10 years
❑ 10-15 years
❑ More than 15 years

- **Your MONTHLY INCOME:**

  o Less than **1000\$**
  o **1001-2000\$**
  o More than **2001\$**

- **Highest Level Of Education Reached:**
  o High School Degree
  o B.A. University Degree
  o Masters University Degree
  o Other _____

- Position

☐ Managerial

☐ Administrative

☐ Hospital worker

☐ Nursing home worker

☐ Educational worker

☐ Secretarial

☐ Other (please specify)

- Work Conditions

☐ Full time

☐ Part time

☐ Temporary/Casual/Auxiliary

1. According to your own experience, In a few words, Please define job Stress

2. According to your own Experience, what are the causes of job stress:

❑ Lack of control over your job
❑ Lack of recognition for the work you do
❑ Job insecurity
❑ Overwork/accelerated work pace
❑ Forced non-optional overtime/long hours
❑ Work Shifts
❑ Too much pressure to complete tasks
❑ Harassment
❑ Bullying
❑ Violence
❑ Lack of respect from supervisors
❑ Conflicting job demands
❑ Sexism
❑ Racism
❑ Age discrimination
❑ Workplace noise
❑ Poor ventilation
❑ Poor lighting
❑ Inadequate pay
❑ Inadequate holidays/vacation/time away from work
❑ Fear of accidents, illness and death on the job

3. In the past two years have you experienced any of the following health effects because of workplace stress?

❑ Fatigue

❑ Depression and anxiety

❑ Sick more often

❑ Headaches

❑ Neck and back pains

❑ Trouble sleeping/insomnia

❑ Joint/muscle pain

❑ Stomach/digestive problems

❑ High blood pressure

❑ Feelings of powerlessness

❑ Unable to relax

❑ Tense more often

❑ Increased use of alcohol and drugs

❑ Impact on family and personal life

❑ Memory loss/trouble concentrating/confused more often

❑ Other (please specify)_____

4. In a few Words What comes to your mind when you read the below three situations that you live every day at work :

⇨ The moment you wake up until you sit at your desk ___

⇨ During the Lunch break _____

⇨ End of a working day _____

5. In the past two years, has your workplace been affected by (please check as many as apply):

❑ Cutbacks

❑ Downsizing

❑ Privatization

❑ Mergers/Amalgamations

❑ Other organizational changes

(please specify) different work process

6. Cross in the score which best matches you:

How often do you feel you are unclear about the scope and responsibilities of your job?

1	2	3	4	5
Never	Rarely	Sometimes	Often	Nearly All the TIME

How often do you feel that your workload is too heavy and that you could not possibly finish during the ordinary work day?

1	2	3	4	5
Never	Rarely	Sometimes	Often	Nearly All the TIME

How often do you feel that you will not be able to satisfy the conflicting demands of various people around you?

1	2	3	4	5
Never	Rarely	Sometimes	Often	Nearly All the TIME

How often do you not know what your superior thinks of you or how he/she evaluates your performance?

1	2	3	4	5
Never	Rarely	Sometimes	Often	Nearly All the TIME

How often do you feel that you may not be liked and accepted by people at work?

1	2	3	4	5
Never	Rarely	Sometimes	Often	Nearly All the TIME

I can't honestly say what I really think or get things off my chest at work.

1	2	3	4	5
Never	Rarely	Sometimes	Often	Nearly All the TIME

My job has a lot of responsibility, but I don't have very much authority.

1	2	3	4	5
Never	Rarely	Sometimes	Often	Nearly All the TIME

I could usually do a much better job if I were given more time.

1	2	3	4	5
Never	Rarely	Sometimes	Often	Nearly All the TIME

I have the impression that I am repeatedly picked on or discriminated against at work.

1	2	3	4	5
Never	Rarely	Sometimes	Often	Nearly All the TIME

My workplace environment is not very pleasant due conflicts with people.

1	2	3	4	5
Never	Rarely	Sometimes	Often	Nearly All the TIME

I tend to have frequent arguments with superiors, coworkers or customers.

1	2	3	4	5
Never	Rarely	Sometimes	Often	Nearly All the TIME

Most of the time I feel that I have very little control over my life at work.

1 Never — 2 Rarely — 3 Sometimes — 4 Often — 5 Nearly All the TIME

7. How do the people you work with communicate in case there is a conflict?

⇨ Verbally
⇨ Writing
⇨ Silently, and you guess from their changing attitudes with them

8. Do you always take the **full** allotment **of time** for your **coffee breaks and lunch/ dinner breaks**?

❑ Yes, always

❑ Sometimes

❑ Rarely

❑ No, never

9. Do you ever **stay late or come in early** to complete work (i.e., work unpaid outside of your regular hours of work)?

❑ Yes

❑ No

❑ Sometimes

10. In your opinion, has absenteeism due to stress increased at your work area or workplace?

❑ Yes

❑ No

❑ Don't know

11. During the past two years, have you taken sick days because of stress (even if you didn't identify those days as "stress-related" on your leave forms)?

☐ Yes

☐ No

12. If you have taken time off sick due to stress in the past two years, how many working days were you away from work?

☐ 1-3 days

☐ 4-6 days

☐ 7-9 days

☐ 10-14 days

☐ 15+ days

Policy issues

13. Does your workplace have a stress policy?

☐ Yes

☐ No

☐ Don't know

14. Do you regularly work out? (3 times/week)? Yes ___ No _____

APPENDIX C: QUESTIONS AND RELATIONS FOR EACH HYPOTHESIS

H1: Harassment (ie Arguments, picked on) affecting Human Relations (stating opinion / Q11, liked at work /Q 10 , relation with manager/Q 9)

==> Please Make relations between the following questions to test H1:

a. Between: Question 14 : I have the impression that i am repeatedly picked on or discriminated against at work and
Question 11: I can't honestly say what i really think or get thinds off my chest at work.

b. Between: Question 14 : I have the impression that i am repeatedly picked on or discriminated against at work
Question 10: How often do you feel that you may not be liked or discriminated against at work

c. Between: Question 14: I have the impression that i am repeatedly picked on or discriminated against at work
Question 9: How often do you not know what your superior thinks of you or how he/she evaluates your performance

d. Between:Question 10: How often do you feel that you may not be liked or discriminated against at work
Question 9: How often do you not know what your superior thinks of you or how he/she evaluates your performance

e. Between:Question 10: How often do you feel that you may not be liked or discriminated against at work
Question 16: I tend to have frequent arguments with superiors, coworkers or customers

f. Between:Question 14: I have the impression that i am repeatedly picked on or

discriminated against at work

Question 16: I tend to have frequent arguments with superiors, coworkers or customers

g. Between: Question 9: How often do you not know what your superior thinks of you or how he/she evaluates your performance

Question 16: I tend to have frequent arguments with superiors, coworkers or customers

H2: Harassment affecting Performance (ie Not meeting deadlines, Not satisfying conflicting demands)

==> Please Make relations between the following questions to test H2:

a. Between: Question 14 : I have the impression that i am repeatedly picked on or discriminated against at work

Question 13 : I could usually do a much better job if i were given more time.

b. Between: Question 14 : I have the impression that i am repeatedly picked on or discriminated against at work

Question 8: How often do you feel that you will not be able to satisfy the conflicting demands of various people around you?

c. Between: Question 16 : I tend to have frequent arguments with superiors, coworkers or customers

Question 8: How often do you feel that you will not be able to satisfy the conflicting demands of various people around you?

d. Between: Question 16 : I tend to have frequent arguments with superiors, coworkers or customers

Question 13 : I could usually do a much better job if i were given more time.

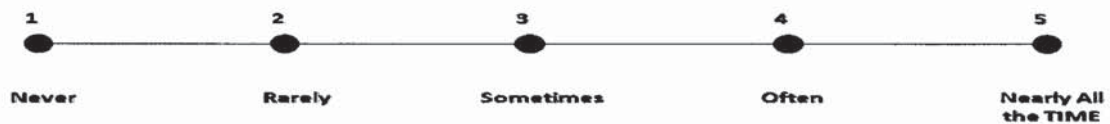**e. Between: Question 16 :**I tend to have frequent arguments with superiors, coworkers or customers

Question 7 : How often do you feel that your workload is too heavy and that you could not possibly finish during

the ordinary work day?

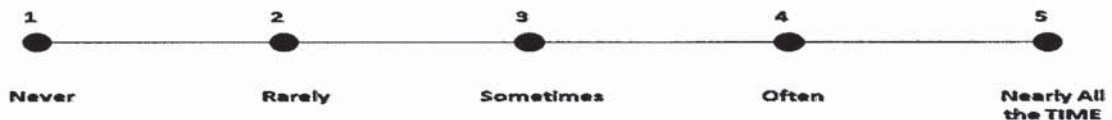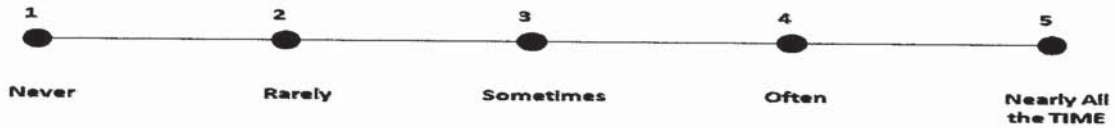**f. Between: Question 11 :**I cannot honestly say what i really think of or get things off my chest at work?

Question 7 : How often do you feel that your workload is too heavy and that you could not possibly finish during

the ordinary work day?

g. Between: Question 14 :I have the impression that i am repeatedly picked on or discriminated against at work

Question 7 : How often do you feel that your workload is too heavy and that you could not possibly finish during

the ordinary work day?

h. Between: Question 16 :I tend to have frequent arguments with superiors, coworkers or customers

Question 20: Do you ever stay late or come in early to complete work (i.e. work unpaid outside of your regular hours of work)?

H3: Harassment affecting Employee Morale (depersonalization)

==> Please Make relations between the following questions to test H3:

a. Between: Question 14 :I have the impression that i am repeatedly picked on or discriminated against at work

Question 17 : Most of the time i feel that i have very little control over my life at work

b. Between: Question 16 :I tend to have frequent arguments with superiors, coworkers or customers

Question 17 : Most of the time i feel that i have very little control over my life at work

c. Between:Question 10: How often do you feel that you may not be liked or discriminated against at work

Question 17 : Most of the time i feel that i have very little control over my life at work

d. Between:Question 10: How often do you feel that you may not be liked or discriminated against at work

Question 17 : Most of the time i feel that i have very little control over my life at work

e. Between:Question 10: How often do you feel that you may not be liked or discriminated against at work

Question 22 : During the past two years, have you taken sick days because of stress (even if you didn't identify

those days as "stress-related" on your leave forms?

f. Between:Question 14 :I have the impression that i am repeatedly picked on or discriminated against at work

Question 22 : During the past two years, have you taken sick days because of stress (even if you didn't identify

those days as "stress-related" on your leave forms?

g. Between:Question 14 :I have the impression that i am repeatedly picked on or discriminated against at work

Question 21 : In your opinion, has absenteeism due to stress increased at your work area or workplace?

h. **Between:Question 16 :**I tend to have frequent arguments with superiors, coworkers or customers

Question 22 : During the past two years, have you taken sick days because of stress (even if you didn't identify

those days as "stress-related" on your leave forms?

APPENDIX D: ALL THE FINDINGS, RESULTS AND RELATIONS

Frequency Table

Sector

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Services	20	26.67%	26.7	26.7
	Educational	18	24.00%	24.0	50.7
	Commerce	12	16.00%	16.0	66.7
	Industrial	11	14.67%	14.7	81.3
	Banks	9	12.00%	12.0	93.3
	Health	5	6.67%	6.7	100.0
	Total	75	100.00%	100.0	

Gender

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Male	39	52.00%	52.0	52.0
	Female	36	48.00%	48.0	100.0
	Total	75	100.00%	100.0	

Age

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	20-29 years	32	42.67%	42.7	42.7
	30-39 years	18	24.00%	24.0	66.7
	40-49 years	14	18.67%	18.7	85.3
	50 or more years	10	13.33%	13.3	98.7
	Less than 20 years	1	1.33%	1.3	100.0
	Total	75	100.00%	100.0	

How long have you been working in your current position?

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	5-10 years	17	22.67%	22.7	22.7
	2-5 years	15	20.00%	20.0	42.7
	Less than one year	13	17.33%	17.3	60.0
	1-2 years	12	16.00%	16.0	76.0
	More than 15 years	12	16.00%	16.0	92.0
	10-15 years	6	8.00%	8.0	100.0
	Total	75	100.00%	100.0	

What type of work do you do?

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Managerial	32	42.67%	42.7	42.7
	Administrative	30	40.00%	40.0	82.7
	Educational worker	6	8.00%	8.0	90.7
	Hospital worker	5	6.67%	6.7	97.3
	Secretarial	2	2.67%	2.7	100.0
	Total	75	100.00%	100.0	

Monthly Income

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	1001-2000$	26	34.67%	34.7	34.7
	Less than 1000$	25	33.33%	33.3	68.0
	More than 2001$	24	32.00%	32.0	100.0
	Total	75	100.00%	100.0	

Highest level of education reached

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	B.A. University Degree	36	48.00%	48.0	48.0
	Masters University Degree	26	34.67%	34.7	82.7
	PHD	7	9.33%	9.3	92.0
	High School Degree	6	8.00%	8.0	100.0
	Total	75	100.00%	100.0	

Do you work?

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Full time	69	92.00%	92.0	92.0
	Part time	6	8.00%	8.0	100.0
	Total	75	100.00%	100.0	

$q2 Frequencies

		Responses N	Percent of Cases
q2[a]	Lack of control over your job	27	36.00%
	Lack of recognition for the work you do	30	40.00%
	Job insecurity	27	36.00%
	Overwork/accelerated work pace	42	56.00%
	Forced overtime/long hours	28	37.33%
	Shift work	8	10.67%
	Too much pressure to complete tasks	42	56.00%
	Harassment	54	72.00%
	Bullying	33	44.00%
	Violence	16	21.33%
	Lack of respect from supervisors	32	42.67%
	Conflicting job demands	22	29.33%
	Sexism	16	21.33%
	Racism	8	10.67%
	Age discrimination	14	18.67%
	Workplace noise	20	26.67%
	Poor ventilation	12	16.00%
	Poor lighting	7	9.33%
	Inadequate pay	33	44.00%
	Inadequate holidays/vacation/time away from work	23	30.67%
	Fear of accidents, illness and death on the job	3	4.00%
Total		497	662.67%

a. Group

$q3 Frequencies

		Responses N	Percent of Cases
q3[a]	Fatigue	52	69.33%
	Depression and anxiety	18	24.00%
	Sick more often	9	12.00%
	Headaches	26	34.67%
	Neck and back pains	36	48.00%
	Trouble sleeping/insomnia	22	29.33%
	Joint/muscle pain	15	20.00%
	Stomach/digestive problems	26	34.67%
	High blood pressure	10	13.33%
	Feelings of powerlessness	18	24.00%
	Unable to relax	26	34.67%
	Tense more often	34	45.33%
	Increased use of alcohol and drugs	5	6.67%
	Impact on family and personal life	32	42.67%
	Memory loss/trouble concentrating/confused more often	19	25.33%
	Deterioration of eye sight due to long hours on PC	1	1.33%
Total		349	465.33%

a. Group

$q5 Frequencies

		Responses N	Percent of Cases
q5[a]	Cutbacks	27	36.00%
	Downsizing	18	24.00%
	Privatization	5	6.67%
	Mergers/Amalgamations	3	4.00%
	Restructuring	2	2.67%
	Too many changes	1	1.33%
	Different work process	3	4.00%
	We moved to another location	1	1.33%
	Administrative changes	1	1.33%
	Expanded	1	1.33%
	None	28	37.33%
Total		90	120.00%

a. Group

6- How often do you feel you are unclear about the scope and responsibilities of your job?

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Rarely	28	37.33%	37.3	37.3
	Never	24	32.00%	32.0	69.3
	Sometimes	17	22.67%	22.7	92.0
	Often	4	5.33%	5.3	97.3
	Nearly all the time	2	2.67%	2.7	100.0
	Total	75	100.00%	100.0	

7. How often do you feel that your workload is too heavy and that you could not possibly finish during the ordinary work day?

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Sometimes	32	42.67%	42.7	42.7
	Rarely	14	18.67%	18.7	61.3
	Often	13	17.33%	17.3	78.7
	Nearly all the time	9	12.00%	12.0	90.7
	Never	7	9.33%	9.3	100.0
	Total	75	100.00%	100.0	

8. How often do you feel that you will not be able to satisfy the conflicting demands of various people around you?

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Sometimes	26	34.67%	34.7	34.7
	Rarely	17	22.67%	22.7	57.3
	Often	17	22.67%	22.7	80.0
	Never	13	17.33%	17.3	97.3
	Nearly all the time	2	2.67%	2.7	100.0
	Total	75	100.00%	100.0	

9. How often do you not know what your superior thinks of you or how he/she evaluates your performance?

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Sometimes	22	29.33%	29.3	29.3
	Often	18	24.00%	24.0	53.3
	Rarely	17	22.67%	22.7	76.0
	Never	14	18.67%	18.7	94.7
	Nearly all the time	4	5.33%	5.3	100.0
	Total	75	100.00%	100.0	

10. How often do you feel that you may not be liked and accepted by people at work?

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Sometimes	19	25.33%	25.3	25.3
	Often	18	24.00%	24.0	49.3
	Rarely	17	22.67%	22.7	72.0
	Never	15	20.00%	20.0	92.0
	Nearly all the time	6	8.00%	8.0	100.0
	Total	75	100.00%	100.0	

11. I can't honestly say what I really think or get things off my chest at work

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Sometimes	20	26.67%	26.7	26.7
	Rarely	19	25.33%	25.3	52.0
	Often	15	20.00%	20.0	72.0
	Never	12	16.00%	16.0	88.0
	Nearly all the time	9	12.00%	12.0	100.0
	Total	75	100.00%	100.0	

12. My job has a lot of responsibility, but I don't have very much authority

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Sometimes	23	30.67%	30.7	30.7
	Rarely	18	24.00%	24.0	54.7
	Never	16	21.33%	21.3	76.0
	Often	12	16.00%	16.0	92.0
	Nearly all the time	6	8.00%	8.0	100.0
	Total	75	100.00%	100.0	

13. I could usually do a much better job if I were given more time

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Sometimes	34	45.33%	45.3	45.3
	Often	19	25.33%	25.3	70.7
	Rarely	9	12.00%	12.0	82.7
	Never	8	10.67%	10.7	93.3
	Nearly all the time	5	6.67%	6.7	100.0
	Total	75	100.00%	100.0	

14. I have the impression that I am repeatedly picked on or discriminated against at work

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Never	23	30.67%	30.7	30.7
	Sometimes	21	28.00%	28.0	58.7
	Rarely	18	24.00%	24.0	82.7
	Often	10	13.33%	13.3	96.0
	Nearly all the time	3	4.00%	4.0	100.0
	Total	75	100.00%	100.0	

15. My workplace environment is not very pleasant due conflicts with people

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Often	21	28.00%	28.0	28.0
	Never	17	22.67%	22.7	50.7
	Nearly all the time	16	21.33%	21.3	72.0
	Sometimes	13	17.33%	17.3	89.3
	Rarely	8	10.67%	10.7	100.0
	Total	75	100.00%	100.0	

16. I tend to have frequent arguments with superiors, coworkers or customers.

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Rarely	21	28.00%	28.0	28.0
	Sometimes	20	26.67%	26.7	54.7
	Often	13	17.33%	17.3	72.0
	Nearly all the time	11	14.67%	14.7	86.7
	Never	10	13.33%	13.3	100.0
	Total	75	100.00%	100.0	

17. Most of the time I feel that I have very little control over my life at work

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Sometimes	22	29.33%	29.3	29.3
	Often	16	21.33%	21.3	50.7
	Never	14	18.67%	18.7	69.3
	Rarely	14	18.67%	18.7	88.0
	Nearly all the time	9	12.00%	12.0	100.0
	Total	75	100.00%	100.0	

18. How do the people you work with communicate in case there is a conflict?

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Verbally	56	74.67%	74.7	74.7
	Silently, and you guess from their changing attitudes with them	16	21.33%	21.3	96.0
	Writing	3	4.00%	4.0	100.0
	Total	75	100.00%	100.0	

19. Do you always take the full allotment of time for your coffee breaks and lunch/ dinner breaks?

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Rarely	22	29.33%	29.3	29.3
	Sometimes	20	26.67%	26.7	56.0
	Yes, always	19	25.33%	25.3	81.3
	No, never	14	18.67%	18.7	100.0
	Total	75	100.00%	100.0	

20. Do you ever stay late or come in early to complete work

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Yes	42	56.00%	56.0	56.0
	Sometimes	27	36.00%	36.0	92.0
	No	6	8.00%	8.0	100.0
	Total	75	100.00%	100.0	

21. In your opinion, has absenteeism due to stress increased at your work area or workplace?

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Yes	42	56.00%	56.0	56.0
	Don't know	21	28.00%	28.0	84.0
	No	12	16.00%	16.0	100.0
	Total	75	100.00%	100.0	

22. During the past two years, have you taken sick days because of stress

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Yes	48	64.00%	64.0	64.0
	No	27	36.00%	36.0	100.0
	Total	75	100.00%	100.0	

23. If you have taken time off sick due to stress in the past two years, how many working days were you away from work?

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	1-3 days	18	37.50%	37.5	37.5
	4-6 days	18	37.50%	37.5	75.0
	7-9 days	10	20.83%	20.8	95.8
	10-14 days	1	2.08%	2.1	97.9
	15+ days	1	2.08%	2.1	100.0
	Total	48	100.00%	100.0	

24. Does your workplace have a stress policy?

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	No	65	86.67%	86.7	86.7
	Don't know	10	13.33%	13.3	100.0
	Total	75	100.00%	100.0	

25. Do you regularly work out sport?(3 times/week)?

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	No	49	65.33%	65.3	65.3
	Yes	26	34.67%	34.7	100.0
	Total	75	100.00%	100.0	

First relation: Do you work full time or part-time? How often do you feel that your workload is too heavy and that you could not possibly finish during the ordinary work day?

			7. How often do you feel that your workload is too heavy and that you could not possibly finish during the ordinary work day?					
			Never	Rarely	Sometimes	Often	Nearly all the time	Total
Do you work?	Full time	% within work time	8.7%	14.5%	46.4%	17.4%	13.0%	100.0%
		% within q7	85.7%	71.4%	100.0%	92.3%	100.0%	92.0%
	Part time	% within work time	16.7%	66.7%		16.7%		100.0%
		% within q7	14.3%	28.6%		7.7%		8.0%
Total		% within work time	9.3%	18.7%	42.7%	17.3%	12.0%	100.0%
		% within q7	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%

Chi-Square Tests

	Value	df	Asymp. Sig. (2-sided)
Pearson Chi-Square	11.992	4	.017
Likelihood Ratio	12.271	4	.015
Linear-by-Linear Association	4.050	1	.044
N of Valid Cases	75		

The p-value calculated is 0.017 (less than 0.05 indicates that the rows and columns of the contingency are dependent). This means that there is a significant relation between the work schedules of an employee (whether full time or part-time)

and the way a worker deals with daily chores. As the above table shows, those who work full time (which consist of 92% of our sample) feel that their workload is too heavy to be accomplished during ordinary work day.

- **Second relation:** Do you always take the full allotment of time for your coffee breaks and lunch/ dinner breaks? How often do you feel that your workload is too heavy and that you could not possibly finish during the ordinary work day?

			7. How often do you feel that your workload is too heavy and that you could not possibly finish during the ordinary work day?					
			Never	Rarely	Sometimes	Often	Nearly all the time	Total
19. Do you always take the full allotment of time for your coffee breaks and lunch/ dinner breaks?	Yes, always	% within q19	10.5%	31.6%	47.4%	5.3%	5.3%	100.0%
		% within q7	28.6%	42.9%	28.1%	7.7%	11.1%	25.3%
	Sometimes	% within q19		25.0%	55.0%	10.0%	10.0%	100.0%
		% within q7		35.7%	34.4%	15.4%	22.2%	26.7%
	Rarely	% within q19	9.1%	9.1%	31.8%	36.4%	13.6%	100.0%
		% within q7	28.6%	14.3%	21.9%	61.5%	33.3%	29.3%
	No, never	% within q19	21.4%	7.1%	35.7%	14.3%	21.4%	100.0%
		% within q7	42.9%	7.1%	15.6%	15.4%	33.3%	18.7%
Total		% within q19	9.3%	18.7%	42.7%	17.3%	12.0%	100.0%
		% within q7	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%

Chi-Square Tests

	Value	df	Asymp. Sig. (2-sided)
Pearson Chi-Square	18.632	12	.098
Likelihood Ratio	19.742	12	.072
Linear-by-Linear Association	2.402	1	.121
N of Valid Cases	75		

The p-value calculated is 0.098 (greater than 0.05). This means that there is no significant relation between a worker taking full allotment of time for his/her

lunch/dinner and coffee break and the way an employee feels about the daily chores to be accomplished.

- **First relation:** I can't honestly say what I really think or get things off my chest at work. How often do you feel that your workload is too heavy and that you could not possibly finish during the ordinary work day?

			7. How often do you feel that your workload is too heavy and that you could not possibly finish during the ordinary work day?					
			Never	Rarely	Sometimes	Often	Nearly all the time	Total
11. I can't honestly say what I really think or get things off my chest at work	Never	% within q11	33.3%	16.7%	33.3%	8.3%	8.3%	100.0%
		% within q7	57.1%	14.3%	12.5%	7.7%	11.1%	16.0%
	Rarely	% within q11	5.3%	21.1%	36.8%	15.8%	21.1%	100.0%
		% within q7	14.3%	28.6%	21.9%	23.1%	44.4%	25.3%
	Sometimes	% within q11		10.0%	60.0%	20.0%	10.0%	100.0%
		% within q7		14.3%	37.5%	30.8%	22.2%	26.7%
	Often	% within q11	13.3%	26.7%	26.7%	26.7%	6.7%	100.0%
		% within q7	28.6%	28.6%	12.5%	30.8%	11.1%	20.0%
	Nearly all the time	% within q11		22.2%	55.6%	11.1%	11.1%	100.0%
		% within q7		14.3%	15.6%	7.7%	11.1%	12.0%
Total		% within q11	9.3%	18.7%	42.7%	17.3%	12.0%	100.0%
		% within q7	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%

Symmetric Measures

		Value	Asymp. Std. Error[a]	Approx. T[b]	Approx. Sig.
Ordinal by Ordinal	Gamma	.083	.134	.620	.536
N of Valid Cases		75			

a. Not assuming the null hypothesis.

b. Using the asymptotic standard error assuming the null hypothesis.

According to the above table, when it comes to the participant not being able to speak his/her mind clearly at work, there is a very weak relation with the heavy workload experienced throughout the working day. Nevertheless, a positive relationship exists. Value of Gamma: 0.083 which is between ±0.0 to ±0.2, hence the relation is very weak.

- **Second relation:** My job has a lot of responsibility, but I don't have very much authority. How often do you feel that you will not be able to satisfy the conflicting demands of various people around you?

			8. How often do you feel that you will not be able to satisfy the conflicting demands of various people around you?					
			Never	Rarely	Sometimes	Often	Nearly all the time	Total
12. My job has a lot of responsibility, but I don't have very much authority	Never	% within q12	37.5%	18.8%	18.8%	25.0%		100.0%
		% within q8	46.2%	17.6%	11.5%	23.5%		21.3%
	Rarely	% within q12	16.7%	22.2%	33.3%	27.8%		100.0%
		% within q8	23.1%	23.5%	23.1%	29.4%		24.0%
	Sometimes	% within q12	4.3%	21.7%	52.2%	13.0%	8.7%	100.0%
		% within q8	7.7%	29.4%	46.2%	17.6%	100.0%	30.7%
	Often	% within q12	8.3%	16.7%	41.7%	33.3%		100.0%
		% within q8	7.7%	11.8%	19.2%	23.5%		16.0%
	Nearly all the time	% within q12	33.3%	50.0%		16.7%		100.0%
		% within q8	15.4%	17.6%		5.9%		8.0%
Total		% within q12	17.3%	22.7%	34.7%	22.7%	2.7%	100.0%
		% within q8	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%

Symmetric Measures

		Value	Asymp. Std. Error[a]	Approx. T[b]	Approx. Sig.
Ordinal by Ordinal	Gamma	.093	.139	.671	.502
N of Valid Cases		75			

a. Not assuming the null hypothesis.

b. Using the asymptotic standard error assuming the null hypothesis.

According to the above table, when it comes to the participant having a lot of responsibilities but little authority, there is a very weak relation with his/her feeling not able to cope with the conflicting demands of various people at work . Nevertheless, a positive relationship exists.

Value of Gamma: 0.093 which is between ±0.0 to ±0.2, hence the relation is very weak.

APPENDIX E: THANK YOU NOTE FOR PARTICIPANTS

Dear Participant,

Thank you for taking the time to answer the questions that were addressed to you. Your valuable input and kind cooperation has helped enlighten certain unique aspects that will add value to this research.

It is the importance of this topic that renders the exchange of information pivotal for understanding the causes and effects of job stress. This international problem has invaded every individual and organization. Your input will help this study elaborate in such a way that valuable solutions will reached.

It was a true pleasure making your acquaintance. Should you require a copy of the final research in order to see the complete and final result, please do not hesitate to contact me.

Best Regards,

Marcelle Najm