

# An Empirical Study for Work Stresses in Jordanian Tourism Companies

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## Abstract

This study focused on measuring the level of job stresses felt by employees in Jordanian tourism companies in Amman; based on the knowledge of these stresses and showing the impact of these sources to the total job stress level and studying the differences in the level of feelings of companies personnel depending on their different demographic characteristics. 242 questionnaires were analyzed and distributed randomly on a sample of companies. The findings revealed that the most employees in the study sample feel stressed at work and that the job stresses which are caused by the organization was one of the most influential sources of raising the level of job stress.

**Keywords:** tourism, job stresses, Jordan

## 1. Introduction

The most important characteristic of our present time is the persistent great theories in the knowledge, science and technology, which leads to a progressive change in work systems because of the nature of the tourism work, is inconstant search for progress and development in order to meet the needs and desires of customers. In fact the corporate employees have a great role in this process (Karatep *et al.*, 2006), however companies face difficult tasks presented by finding an effective ways to ensure that the attitudes and behaviors of the employees match the expectations of clients and management (Hartline & Ferrell, 1996), in these circumstances, the corporate managers needs to give a special attention to the comfort of their employees (Karatepe & Uludage, 2008).

Many researcher have argued that it is difficult to find work without stresses (Babin & Boles, 1998; Saratepe & Sokmen, 2006; Kim *et al.*, 2007) but the impact of these stresses are different from job to job .It is known that the corporate sector is intensely focusing on the way and the quality of services provided. Therefore, the employees shall be provided with suitable and valid work environment to produce a high quality services so this encouraged many researcher to study the job stresses which is may be affected by the employee in order to reduce these stresses because of its high cost to individual, organization and community.

### 1.1 The Importance of the Study

Tourism sector is one of the main economic pillars of all countries. It has a governmental and social priority in Jordan because of its important in providing job opportunities for Jordanians laborers and its impact on the national economy; in addition it is important in providing tourist services that represent the culture and quality of Jordanian labor. So taking care of the employees in these companies is a priority to develop this sector. This study aims to identify the stresses that the worker could be faced in these companies and measure the level of impact on the employees.

### 1.2 Problem of the Study

Tourism is one of the most sectors that face the problem of employee's infiltration because it facing a lot of work stresses that have not been identified and studied properly. So this study is trying to find the sources of work stresses and determine the most influential source on the employees in an attempt to guide the tourism administrations toward these sources to work in order to address their effects which cannot begin without prior diagnosis of the causes and sources of these stresses, by answering the following questions:

1. Do the individuals surveyed suffer from work stresses in tourism companies?
2. Is there any effect on work stresses variables at the level of overall work stress?
3. Is there a demographic difference in the level of work stresses which is felt by the employees in the tourism companies?

### *1.3 Hypotheses of the Study*

1. The employees in the tourism companies in Amman don't feel with work stresses.
2. There were no effect is statistically significant at the level (0,05>&) for sources variables of work stresses(sources related to the individual sources, sources related to the organization, sources related to the physical environment ,sources of job-related, and social sources) at the overall level of work stresses which is felt by the employees in the tourism companies.
3. There were no statistically significant differences at the level (0,05>&) in the overall work stresses which is attributable to the following demographic variables: (duration in the tourism field, gender, monthly salary, section, workplace).

### *1.4 The Study Methodology*

The study population and its sample: the study population consists of the employees, who are working at the tourism companies in Amman, it was distributed (282) questionnaires, and recover (242) a valid questionnaires for statistical analysis.

### *1.5 The Study Tool*

The questionnaire was designed as a tool to collect data about the study sample, and it include two parts: the first is demographic variables of the study sample; the second is the source of work stresses in Jordanian tourism companies.

## **2. Theoretical Framework**

Job stresses: is the psychological discomfort in the framework of the task that are usually caused by a variety of factors, within or outside the work environment (Arabic Encyclopedia, work stresses and how to get rid of it 2012).

Macklin and others (2006) have defined stresses as physiological, psychological and behavioral individual response to the events and attitudes.

Malek and others (2009) have defined stresses as a set of stimuli that exist in the individuals work environment, which is lead to a series of reaction that appear in the behavior of the individuals at work or their psychological condition , or in the performance of their job as a result of the individual interaction with his environment.

Through reviewing the last studies and researches which indicate in their content to the concept of work stresses , we can defined work stresses as a set of business and events which is related to the individual within and outside the organization that effect on psychological and performance of the individual in his work.

## **3. Sources of Job Stresses**

Many studies have classified sources of job stresses as follow:

1. Sources related to the organization.
2. Sources related to the individual.
3. Sources related to the physical environment.
4. Sources related to the job.
5. Social sources.

## **4. The Results of Statistical Analysis and Examination of Hypotheses**

First: describe the study sample:

Below is a description of the member of the study sample according to the monthly salary variables "total" (Gender, experience in the field of tourism, department (workplace)), table 1 illustrate this.

Table 1. Distribution of the sample members according to the personal variables

variables	The level	frequency	percentage
<b>Gender</b>	Male	125	28.7
	Female	117	26.9
	<b>Total</b>	242	55.6
<b>Experience in the field of tourism</b>	1-3 years	46	10.6
	4-7years	108	24.8
	8 years and more	88	20.2
	<b>Total</b>	242	55.6
<b>Department (workplace)</b>	Reception	85	13.3
	Booking	81	18.6
	Marketing	103	23.7
	<b>Total</b>	242	55.6
<b>Monthly salary (Total)</b>	Less than250JD	27	6.2
	250-499JD	87	20.0
	500-750JD	63	14.5
	750JD and more	65	14.9
	<b>Total</b>	242	55.6

-Table 1 shows that the numbers of male employees have reached (125) which is (28.7%), in contrast the number of female employees have reached (117) which is (20.9%).

- The table shows also that the most prominent frequency of the experience variables in the field of tourism has reached to (108) of the category (4-7 years) which is (24.8%) then it followed by (8 years and more) with frequency reached (88) and (20.2%).

The table shows that the most prominent frequency of the department variables has reached to (103) marketing and (23.7%), in contrast, booking frequency reached to (81) and (18.6%).

The table shows that the most prominent frequency of the monthly salary variables has reached to (87) of the category (250-499 JD) and 20.0%), in contrast (750 and more) has reached (65) and (14.9%).

The mean values and the standard deviations of all items and field of study have been calculated as follows:

Table 2. Means and standard deviations for all items of the sources of job stresses related to the individual

Number	Items	Means	Standard deviations	Order	Degree
1	I don't find myself in the job I do.	3.71	1.23	1	high
2	My abilities and skills aren't suit with the work I do.	3.20	1.12	3	middle
3	My psychological and health state effect on the performance of my work.	3.66	1.31	2	middle
4	My character does not correspond with the task entrusted to me.	3.14	1.18	4	middle
	Average	3.43	0.66	-	middle

Table 2 shows that the means value of stresses sources which is related to the individual ranged between (3.14-3.71), and the most prominent was the first item which state: "I don't find myself in the job I do" with a high degree, then it followed by item No.3 which state "My psychological and health state effect on the performance of my work" (3.66) mean and middle degree. The lowest means was NO.4 which states: "My character does not correspond with the task entrusted to me" (3.41) mean, while the average for whole domain items of the sources related to the individual has reached (3.43) middle degree.

Table 3. Means and standard deviation for all sources of job stresses related to the organization

Number	Item	mean	Standard deviation	order	degree
1	The organization structure of the tourism companies is unclear and interrelated	3.18	0.92	4	middle
2	Salaries and incentives provided are unsuitable compared to the task size.	3.75	1.21	1	high
3	Performance assessments in the tourism companies are illogical.	3.25	0.92	3	middle
4	Decision making by tourism companies is randomly.	3.71	1.23	2	high
	<b>Average</b>	3.47	0.75	-	middle

Table 3 shows that the means for all sources of job stresses related to organization are ranging from (3.75-3.18), and the most prominent items was NO.(2) which states "Salaries and incentives provided are unsuitable

compared to the task size” with a high degree, then it followed by item NO.(4) which state “Decision making by tourism companies is randomly” (3.71) mean and high degree, in contrast , item NO.(1) which state “The organization structure of the tourism companies is unclear and interrelated” was below the average, with mean (3.18) middle degree , while the whole average for all items was (3.47), middle degree.

Table 4. Means and standard deviation for all sources of job stresses related to the physical environment.

Number	Item	mean	Standard deviation	order	degree
1	Noise within the tourism companies effects on the performance of the work.	3.27	0.92	2	middle
2	Means of security and safety are inadequate.	3.76	1.22	1	high
3	Temperature within the tourism companies effects on the performance of the work.	3.15	1.17	3	middle
4	Lightning within the tourism companies effects on the performance of work.	3.15	1.19	3	middle
	<b>Average</b>	3.33	0.61	-	middle

Table 4 shows that the average for all sources of job stresses related to the physical environment are ranging from (3.76-3.15) and the most prominent items was NO. (2) Which states: “Means of security and safety are inadequate” with a high degree, then it followed by item NO. (1) Which states: “Noise within the tourism company’s effects on the performance of the work”. While the average for all items was reached (3.33), middle degree.

Table 5. Means and standard deviation for all sources related to job

Number	Item	mean	Standard deviation	order	degree
1	The objectives of work are not clear, that is what caused the ambiguity at work.	3.21	1.14	4	middle
2	The role conflict is clear, however am asked to do contradictory works by several people.	3.33	1.10	3	middle
3	I have the abilities of work load.	3.09	1.18	5	middle
4	My job position doesn’t fit with my qualification and experiences.	3.64	1.23	2	middle
5	Tourism companies don’t provide me by motivations and incentives to increase performance.	3.79	1.06	1	high
	<b>Average</b>	3.41	0.74	-	middle

Table 5 shows that the means value of stresses sources which is related to the job were ranging between (3.79-3.09), and the most prominent item was NO. (5) Which state: “Tourism companies don’t provide me by motivations and incentives to increase performance.” with a high degree , then it followed by item No.(4) which state “My job position doesn’t fit with my qualification and experiences” (3.64) mean and middle degree. In contrast, items NO. (3) Which states: I have the abilities of work load.” Was below the average (3.09) mean, middle degree. The average for whole domain items of the sources related to the individual has reached (3.41), middle degree.

Table 6. Means and standard deviation for social stresses sources

Number	Item	mean	Standard deviation	order	degree
1	Family problems effect on the performance of the required work.	3.28	1.16	3	middle
2	Friends and relatives effect on the job-continuance.	3.25	1.08	2	middle
3	There is no a strong relationship between colleagues at work.	3.73	1.11	1	high
	<b>Average</b>	3.42	0.76	-	middle

Table 6 shows that the means value of social stresses sources were ranging between (3.73-3.25), and the most prominent item was NO. (3) Which state: “There is no a strong relationship between colleagues at work.” with a high degree, then it followed by item No. (2) which state “Friends and relatives effect on the job-continuance.” (3.25) mean and middle degree. In contrast, items NO. (1) which states: Family problems effect on the performance of the required work.” Was below the average (3.28) mean, middle degree. The average for whole domain items of the social stresses sources has reached (3.42), middle degree.

## 5. Hypotheses

The test results of the first study hypothesis, which states “the employees at tourism companies in Amman felt

don't feel stresses at work.

In order to test the validity of the first hypothesis, (T) test was applied for one-samples on the items average which is measure the level of the employees feeling of work stresses in the Jordanian tourism companies, table 7 shows that:

Table 7. Applying one sample (T) test on sources of job stresses which felt by the employees in Jordanian tourism companies

variable	mean	Standard deviation	value	The level of significance
Sources of job stresses	3.41	0.43	14,963	0.00

Table 7 shows that (T) value has reached (14.963) and statistical significance (0.00), while it was compared the average with the standard value for gradient quintet which is (3) , the result showed that there is a statistical meddle level at ( $0.05 \geq \alpha$ ) this refers that the employees in the Jordanian companies feel with work stresses in meddle degree.

Therefore the first hypothesis has been rejected and the alternate hypothesis will be as follows “the employees in the Jordanian tourism companies are feeling with work stresses “.

The finding of testing the second hypothesis, which states

“there is no statistical significance at the significant level ( $\alpha < 0.05$ ) to the following work stresses variables (sources related to the individual, sources relate to the organization, sources related to the physical environment, sources related to the job and social sources) at the overall work stresses level which is felt by the employees in the Jordanian tourism companies.

To verify the second hypothesis, the simple linear regression has been applied to detect the impact of the following work stresses (sources related to the individual, sources relate to the organization, sources related to the physical environment, sources related to the job and social sources) at the overall work stresses which is felt by the employees in the Jordanian tourism companies, table 8 illustrate this:

Table 8. Analysis findings of simple linear regression for revealing the effect of work stresses variables on the whole work stress which is felt by the individuals surveyed

Source of variation	of Freedom degree	Total of squares	Means of squares	(F) value	Statistical significance	(R) correlation	(R) <sup>2</sup>
sources related to the individual	1	20.56	20.56	206.04	0.00	0.68	0.46
sources relate to the organization	1	12.17	12.17	90.37	0.00	0.52	0.27
sources related to the physical environment	1	15.52	15.52	335.49	0.00	0.76	0.58
sources related to the job	1	15.52	15.52	128.54	0.00	0.59	0.34
social sources	1	11.98	11.98	88.35	0.00	0.51	0.26

Table 8 shows that: (R) Value for the sources of work stresses variables which is related to the individual has reached (0.68) .in contrast (R)<sup>2</sup> value has reached (0.46) which represent the strength of relation between individual sources and the overall work stresses level which is felt by the employees in the Jordanian tourism companies . While (F) value has reached (206.04) with statistically significant (0.00) this indicate that there is a statistical significant effect at the level of ( $0.05 = \alpha$ ) for the individual sources at the overall of work stresses level which is felt by the employees in the Jordanian tourism companies.

-Table 8 shows also that (R) Value of the organization sources variables has reached (0.52). In contrast (R)<sup>2</sup> value has reached (0.27) which represent the strength of relation between the organization sources and the overall work stresses level which is felt by the employees in the Jordanian tourism companies. While (F) value has reached (90.37) with statistically significant (0.00) this indicate that there is a statistical significant effect at the level of ( $0.05 = \alpha$ ) for the organization sources at the overall of work stresses level which is felt by the employees in the Jordanian tourism companies.

Table 8 shows also that (R) Value of the physical environment sources variables has reached (0.67) .in contrast (R)<sup>2</sup>value has reached (0.58) which represent the strength of relation between the physical environment sources and the overall work stresses level which is felt by the employees in the Jordanian tourism companies . While (F) value has reached (335.49) with statistically significant (0.00) this indicate that there is a statistical significant effect at the level of ( $0.05 = \alpha$ ) for the physical environment sources at the overall of work stresses level which is

felt by the employees in the Jordanian tourism companies.

Table 8 shows also that (**R**) Value of the job sources variables has reached (0.52). In contrast (**R**)<sup>2</sup> value has reached (0.59) which represent the strength of relation between job sources and the overall work stresses level which is felt by the employees in the Jordanian tourism companies. While (**F**) value has reached (128.54) with statistically significant (0.00) this indicate that there is a statistical significant effect at the level of (0.05= $\alpha$ ) for job sources at the overall of work stresses level which is felt by the employees in the Jordanian tourism companies.

Table 8 shows also that (**R**) Value of the social sources variables has reached (0.51). In contrast (**R**)<sup>2</sup> value has reached (0.26) which represent the strength of relation between the social sources and the overall work stresses level which is felt by the employees in the Jordanian tourism companies. While (**F**) value has reached (88.35) with statistically significant (0.00) this indicate that there is a statistical significant effect at the level of (0.05= $\alpha$ ) for the social sources at the overall of work stresses level which is felt by the employees in the Jordanian tourism companies.

The finding of testing the third hypothesis, which states “there is no statistically differences at the level ( $\alpha < 0.05$ ) in the work stresses which is felt by the employees in the Jordanian tourism companies in Amman for the following demographic variables (Gender, experience in the tourism field , department, (work place) and monthly salary (total). It can be subdivided into the following sub-hypotheses:

**The first sub hypothesis** “there were no statistically significant differences at the level ( $\alpha < 0.05$ ) in the work stresses which is felt by the employees in the Jordanian tourism companies due to experience variable in the tourism field, the following are the results:

In order to test the first hypothesis we have to find the average and the standard deviations of work stress which is felt by the employees in the Jordanian tourism companies due to experience variable in the tourism field. Also (ANOVA) has been applied to detect the differences in the work stresses level which is felt by the employees in the Jordanian tourism companies due to the experience variable.

Table 9. Means and standard deviations for surveyed responses according to the experience in the tourism companies

Practical level	number	means	Standard deviation	Feeling of work stresses
1-3 years	46	3.45	0.51	meddle
4-7 years	108	3.43	0.44	meddle
8-years and more	88	3.38	0.38	meddle

Table 9 shows that experience group (1-3 years) is the most group feeling with work stresses with average (3.45). In contrast the less experience group (8- years and more).

Table 10. Analysis findings of one-way ANOVA for revealing the differences in the work stresses level which is felt by employees in the Jordanian tourism companies due to the experience variable

Source of variation	Freedom degree	Total of squires	Means of squires	(F) value	The level of significance
Between two groups	2	0.223	0.032		
Within groups	239	44.301	0.434	0.60	0.54
total	241	44.524			

Table 10 shows that there were no statistical significant differences at the significant level (0.05) between the whole work stresses which is felt by the employees in the Jordanian tourism companies due to the experience variable, however (F) value doesn't reach into statistical level of (0.05), so the first sub hypothesis is accepted.

**-The second sub hypothesis** “there were no statistically significant differences at the level ( $\alpha < 0.05$ ) in the work stresses which is felt by the employees in the Jordanian tourism companies due to the department (workplace) variable.

In order to test the second hypothesis the averages and the standard deviations of work stress which is felt by the employees in the Jordanian tourism companies due to the department (workplace) variable have been calculated. Also (ANOVA) has been applied to detect the differences in the work stresses level which is felt by the employees in the Jordanian tourism companies due to the department (workplace) variable, the following are the results:

Table 11. Means and standard deviations for surveyed responses according to the department (workplace) variable

the department (workplace) variable	number	means	Standard deviation	Level of stresses feeling
reception	81	3.40	0.41	meddle
Booking	58	3.43	0.53	meddle
marketing	103	3.41	0.39	meddle

Table 11 shows that feeling of stresses are different between surveyed members due to the department variable, while booking group is the most group feeling with stresses (3.43).

In contrast the reception was the lowest group. Table 12 shows that there were no statistical significant differences at the significant level (0.05) between the whole work stresses which are felt by the employees in the Jordanian tourism companies due to the department (workplace) variable, however (F) value doesn't reach into statistical level of (0.05), so the second sub hypothesis is accepted.

**The third sub hypothesis** "there were no statistically significant differences at the level ( $\alpha < 0.05$ ) in the work stresses which is felt by the employees in the Jordanian tourism companies In order to test the third hypothesis the averages and the standard deviations of work stress which is felt by the employees in the Jordanian tourism companies due to the monthly salary variable have been calculated.

Also (ANOVA) has been applied to detect the differences in the work stresses level which is felt by the employees in the Jordanian tourism companies due to the monthly salary variable, the following are the results:

Table 12. Analysis findings of one-way ANOVA for revealing the differences in the work stresses level which is felt by employees in the Jordanian tourism companies due to the department (workplace) variable

monthly salary (total)	number	means	Standard deviation	Level of stresses feeling
Less than 250 JD	27	3.31	0.55	meddle
250-499 JD	87	3.41	0.39	meddle
500-750 JD	63	3.35	0.44	meddle
750 JD and more	65	3.51	0.40	meddle

Table 13 shows that there are differences between the means of the stresses feeling according to the monthly salary variable, while (750 JD) group is the most group feeling with stresses (3.51). In contrast (Less than 250 JD) group was the lowest group.

Table 14 shows that there were no statistical significant differences at the significant level (0.05) between the whole work stresses which is felt by the employees in the Jordanian tourism companies due to the monthly salary (total) variable, however (F) value doesn't reach into statistical level of (0.05), so the third sub hypothesis is accepted.

The fourth sub hypothesis which states that "there were no statistically significant differences at the level ( $\alpha < 0.05$ ) in the work stresses which is felt by the employees in the Jordanian tourism companies due to gender variable.

In order to test the fourth hypothesis the averages and the standard deviations of work stress which is felt by the employees in the Jordanian tourism companies due to gender variable have been calculated. Also the independent sample T test has been applied to detect the differences in the work stresses level which is felt by the employees in the Jordanian tourism companies due to gender variable, the following are the results:

Table 13. Means and standard deviations for surveyed responses according to gender variable

gender	number	means	Standard deviation	Level of stresses feeling	(T) value	Computerized Significant level	Based Significant level
Male	125	3.44	0.42	meddle			
female	117	3.39	0.44	meddle	0.87	0.38	$\alpha < 0.05$

Table 13 shows that there are no differences between the means of the stresses feeling according to gender variable, while (T) value has reached (0.87) with a statistical significant (0.38). it should be noted that males are feeling with a high stresses level which has reached (3.44) in comparison with female (3.39), so the fourth sub hypothesis is accepted.

#### *Findings summarize and analyzing*

-The study found that the employees in Jordanian tourism companies are felt by work stresses in meddle degree, according to alma'ashar (2009), olaniyi (2013) and others.

-There was a statistical significant of the sources related to the individual which felt by the employees in the

Jordanian tourism companies at the significant level ( $0.05=\alpha$ ).

-There was a statistical significant of the sources related to the organization which felt by the employees in the Jordanian tourism companies at the overall work stresses level ( $0.05=\alpha$ ).

-There was a statistical significant of the sources related to the physical environment which felt by the employees in the Jordanian tourism companies at the overall work stresses level ( $0.05=\alpha$ ).

-There was a statistical significant of the sources related to job which felt by the employees in the Jordanian tourism companies at the overall work stresses level ( $0.05=\alpha$ ).

-There was a statistical significant of the social sources which felt by the employees in the Jordanian tourism companies at the overall work stresses level ( $0.05=\alpha$ ).

-there were no statistical significant differences at the significant level (0.05) in the work stresses level in the Jordanian tourism companies due to the demographic variables ( experience in the tourism field, monthly salary(total) and gender). The researcher found that the work stresses in the Jordanian tourism companies are results of the weakness of the potential and performance of department.

-It is clear that 0.46 of the total work stresses of the individual are results from sources related to the individual and the improvement in one degree of work stresses which is related to the individual it means to reduce the overall of work stresses by 46%.

-Also it is clear that 0.27 of the total work stresses of the individual at Jordanian tourism companies are results from sources related to the organization and the improvement in one degree of work stresses which is related to the organization it means to reduce the overall of work stresses by 27%.

-It is clear that 0.58of the total work stresses are results from sources related to the physical environment and the improvement in one degree of work stresses which is related to the physical environment it means to reduce the overall of work stresses by 58%.

-It is clear that 0.34 of the total work stresses are results from sources related to job and the improvement in one degree of work stresses which is related to job it means to reduce the overall of work stresses by 34%.

-It is clear that 0.26 of the total work stresses are results from social sources and the improvement in one degree of work stresses which is related to social sources it means to reduce the overall of work stresses by 26%.

## 6. Recommendations

Based on these findings, the researcher recommends the following:

-Reconsider the average of salaries which is offered to the employees in order to fit with the function provided to the employees in Jordanian tourism companies.

-Provision of the security and safety means for the employees in the department of booking, reception and marketing.

-Providing various incentives for the employees to encourage them to ACCT job stability.

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