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Work Stress and Job Satisfaction among Egyptian Employees: The Impact of Stress and Satisfaction on Egyptian Employees

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Abstract

The purpose of this paper is to investigate the factors affecting job satisfaction and job stress on the productivity of the Egyptian employees. The study aims to identify them in the Egyptian environment, and to highlight the main factors influencing the Egyptian employee.

Data were collected through a questionnaire survey from 244 Egyptian employees from different age groups and different sectors. Hypotheses were tested and analyzed by means of a multiple regressions, and mean analysis.

This study extends current research by investigating the relationships of job satisfaction and job stress on productivity in the Egyptian environment. This clarifies how Egyptian employees become productive in the workplace. Findings of this study were interesting and give a guide to managerial policy makers.

Keywords: *Job Satisfaction, job stress, productivity, Egyptian employees, working experience, working environment, salary, working hour*

1. Introduction

Job satisfaction and stress face every individual in his daily life. The effect of them could not be ignored. Nowadays the cultural effect in the societies made job satisfaction and stress different than in the past. This is the main concern of this paper to investigate how satisfaction and stress changed among employees due to changes in national cultural effects. Job satisfaction and stress could differ according to individual's attitudes. Organizations play an important role in the development of a country. The main purpose of a company is to earn good profit in a high level that is why employees job satisfaction is necessary for an organization. If the workers of an organization are not satisfied with their work then the employees of the organization will not complete their work in a good way and this has a negative impact on the organization. (Riaz et al. 2016).

On the other hand, Job stress can be described as the damaging physical and emotional sides of a person that arise when the wishes of the job do not match with the abilities or wants of the employee. Job stress can lead to bad strength and even damage. Job stress is also of great concern and worry, Kreitnes & Kinicki (1992) defined stress as the nonspecific response of the body to any demands made upon it. Signs of stress could be felt from the surrounding environment in the workplace or from psychological and behavioral problems.

The link between stress and satisfaction and every aspect in our life caused these definitions to be very difficult. Reaching a world-wide application model to investigate stress and satisfaction is actually very difficult. The world of stress and satisfaction needs a great deal of investigation.

1.1. Objectives of the Study

The aim of this paper is to investigate the effect of satisfaction and stress on Egyptian employees and try to reach effective managerial solutions. The tremendous effects of satisfaction and stress led researchers to concentrate on these aspects and investigate them. The core of this research is to investigate aspects of satisfaction and stress in the Egyptian environment and among Egyptian employees. We hope to reach managerial solutions that could reduce the negative effects.

The objectives of this study are as follows:

- To measure the effect of satisfaction and stress on the Egyptian employees.
- To reach managerial solutions that acts as a guide towards reducing negative effects of dissatisfaction and stress in the Egyptian environment.

1.2. Theoretical Background

1.2.1. Satisfaction and Employees

Moorhead & Griffen (1992) defined job satisfaction or dissatisfaction as an individual's attitude towards his or her job. According to Greenberg & Baron (1993) job satisfaction involves positive or negative attitudes held by individuals towards their jobs. There are major organizational factors which cause employees to form attitudes towards their jobs. Greenberg & Baron (1993) mentioned that:

- Employees need to make sure that promotion takes place fairly
- People tend to be satisfied with jobs that provide them with an overall workload that is not boring.

Thomas (1995) indicated that the tendency towards decentralization, the involvement in decision making and consideration of health and safety at the workplace is a main factor affecting job satisfaction. It is of growing importance in terms of the maintenance of employees' health (Shahin, 1996). Allen & Dexter (2018) found that job satisfaction is negatively correlated with depression. Also, job satisfaction had a great effect on health, happiness, well-being and self-esteem (Satuf & Monteiro, 2018). Greenberg (1993) and Plagakis (1995) studied the need for affiliation to encourage participation in the social events. The effects of job dissatisfaction are mainly turnover and absenteeism and in some cases this could lead to early retirement.

There are essentially two types of job satisfaction based on the level of employees' feelings regarding their jobs. The first is job facet satisfaction, which refers to feelings regarding specific job aspects, such as salary, benefits, work hierarchy (reporting structure), growth opportunities, work environment and the quality of relationships with one's co-workers. (Mueller & Kim, 2008). The second is global job satisfaction, which refers to employees' overall feelings about their jobs. (Mueller & Kim, 2008).

A common premise in research of the effects of job circumstances on job satisfaction is that individuals assess job satisfaction by comparing the current receivables from the job with what they believe they actually should receive (Jex, 2002).

According to many studies, salary is an important factor of job satisfaction (Rynes, 1987; Cable and Judge, 1994) because the main purpose of working is to earn a salary in order to meet personal needs (Kissan and Manohar, 1998). Salary includes wages, overtime pay, bonuses (or commission), a variety of benefits and allowances. A good salary system is essential for many workers. Job interest is considered as important as salary in applying for a job. From a research conducted by Chi et al (2018) on 285 employees distributed in expos and career guidance centers in Taiwan, both salary and job interest exerted a moderating effect on job satisfaction and the willingness to apply for a job. However, Job interest had a stronger influence than salary.

On the other hand facets of job satisfaction contribute to global job satisfaction. Job satisfaction related to the intrinsic aspects of the job (i.e., 'interests and skills involved in work' and 'how abilities were used') contributed more to global job satisfaction than the other aspects of job (Tatsuse & Sekine, 2011). Di Paolo (2016) studied PhD holders in Spain employed outside academic and research jobs, and found that they are more satisfied with the pecuniary facets of their work, but significantly less satisfied with non-monetary aspects of job quality. Job embeddedness is another important factor of job satisfaction. There is a negative relationship between organizational job embeddedness and quit intention and this decreases when job satisfaction is high (Dechawatanapaisal, 2018).

Age has a positive statistically significant impact on job satisfaction so the older you get, the more satisfied you are with your job. (Andrade & Westover, 2018). Statistically significant cross-generational differences exist in the levels of job satisfaction across generations and cross-generational differences in the determinants of job satisfaction.

Internet technologies enhance job satisfaction by improving access to data and information, creating new activities, and facilitating communication and social interactions. However, these positive effects are skewed. Workers in some occupations, and with higher income and education levels benefit relatively more from the Internet than workers in occupations that are weaker related to ICTs (Castellacci & Vinas- Bradolet, 2019).

1.2.2. Disposition and Satisfaction

Internal disposition explains the reason behind job satisfaction which hints some people being inclined to be satisfied or dissatisfied with their work irrespective of the nature of the job or the organizational environment (Jex, 2002). Dispositional affect is a personality trait that describes people's emotional responses to situations. Matteson & Kennedy (2016) from their study proved that affective disposition influences the job attitudes of work engagement, organizational commitment, and job satisfaction.

Several years of research have been conducted on the dispositional source of job satisfaction, and have presented strong evidence that job satisfaction, to some extent, is based on disposition (Judge & Larsen, 2001). Dispositional affect is the predisposition to experience related emotional moods over time (Judge & Kammeyer-Mueller, 2008).

1.2.3. Productivity and Satisfaction

Many researchers have critically examined the idea that "a happy worker is a productive worker". Research results of Iaffaldano and Muchinsky (1985) have found a weak connection, between job satisfaction and job performance. Organ (1988) believes that when the definition of job performance includes behaviors such as organizational citizenship the relationship between satisfaction and performance will improve. Judge, Thoreson, Bono, and Patton (2001) discovered that the correlation between job satisfaction and job performance is high. Saari & Judge (2004) found that it is important

to note that the connection between job satisfaction and job performance is higher for difficult jobs than for less difficult jobs.

A link does exist between job satisfaction and job performance; however, it is not as strong as one thinks. The weak link may be attributed to factors such as job structure or economic conditions. It is likely that a satisfied worker may miss work due to illness or personal matters, while an unsatisfied worker may not miss work because he or she does not have any sick time and cannot afford the loss of income.

One obvious factor affecting turnover would be an economic downturn, during which unsatisfied workers may not have other employment opportunities. On the other hand, a satisfied worker may be forced to resign his or her position for personal reasons such as illness or relocation. (Carsten, & Spector, 1987). Medina (2012) found that job satisfaction was strongly inversely correlated with turnover intention and this relationship was mediated by satisfaction in workplace culture. Not only is satisfaction important in running a happy and productive workplace but job dissatisfaction can cost the company (Notte, 2013).

1.3. Consequences of Job Dissatisfaction

There are many consequences of job dissatisfaction the most important are Life Satisfaction, mental health and physical health. Henne & Locke (1985) believed that work is a component of a person's life and will affect one's attitude towards life as a whole and this implies that it will affect work. Locke (1976) suggests that the existence of dissatisfaction implies conflict in the employee's mind this indicates that his mental health is affected. Actually, dissatisfaction leads to mental illness. Mental illness is more likely when an individual's values and actions are part of the problem (Henne & Locke, 1985). If the dissatisfaction event increases it may have health implications. Many studies have proven the physical effects that dissatisfaction can have on the body (Henne & Locke, 1985).

1.4. Stress and Employees

Crampton (1995) mentioned that stress could have a positive side and a negative side. The positive side exists when people have extra work to do but they are motivated to do so. While, negative stress is the stress that has a negative impact on the individual. Both types of stress influence the performance of employees. The effect of the negative stress could be spread in many directions starting from the organizational working conditions till the individual's psychological behavior. Although many studies investigated work stress and its impact on performance in the workplace, defining stress is still considered a wide area.

Job stress can be described as the damaging physical and emotion of a person that arise when the wishes of the job do not compete with the abilities, means, or wants of the employee. Job stress can lead to bad strength and even damage. Mansoor, Fida, Nasir, & Ahmad (2011) indicated that the word "stress" is primarily from physical science where it means destruction, winding, or breaking. In the case of human beings stress is repeatedly used to define the body's reactions to demands engaged upon it, whether these demands are favorable or unfavorable.

The Egyptian environment is full of stressful aspects for the Egyptian worker. This led the researcher to investigate the factors which causes this stress and the possible means of overcoming it.

1.5. Factors Affecting Stress

Stress could be divided into internal stress and external stress. The internal stress refers to the organization and the internal aspects inside the organization. While, external stress refers to the personality and the external environment.

1.5.1. Internal Factors: Workplace

Health and Safety at the work place are the main concern of any individual at work. To a great extent this differs according to the nature of the job. Greenberg & Baron (1993) indicated that job stress is caused by overcrowded working conditions, dark and noisy environments with extreme temperature and poor air quality. Gustavesen (1991) mentioned that employees need to feel protected from any surrounding physical harm and therefore health and safety at the workplace is considered essential. Maccoby (1974) referred to the effects of automation at work. Those who create new technology rarely think of the human consequences of what they are creating. Modern technology has in many cases dehumanized both workers and managers by mechanizing work and provoking over competitiveness. However, modern technology could also lead to the lack of responsible citizens and lack of sensibility due to the inability to determine the pace of one's work. Majchrak (1988) indicated that resistance to flexible automation is due to employees' fears such as:

- Fear of loss of status
- Fear of job loss
- Loss of intrinsic work
- Fears of actual financial losses
- Lack of general knowledge of technology

Resistance to these fears seems to depend on the level of job experiences. Generally the aim of developing technology is a way to achieve maximum production at the lowest cost. New technology could be beneficial for workers if there are skilled technicians, and they have positive attitudes towards this new technology. However, (Maccoby, 1974) mentioned that workers have to accept new technology because this is the new wave to achieve maximum production and this enables them to fulfill the requirements of the job. Karasek (1990) said that it is possible to recognize production in a manner that can both reduce the risk of stress and increase aspects of productivity, if it is associated with creativity and skill development.

Participation is a way for humanizing the workplace as workers feel by participation that they are creative and innovative. Blueston (1974) indicated that effective participation requires workers to be sure that their involvement in decision making will not affect their job security. Workers participation results in:

- Broader distribution of authority
- Increasing the reactive and innovative ingenuity of the worker.

Job conflict and job ambiguity are major forms of stress. According to Milbourn (2006) job ambiguity refers to the lack of clarity, responsibility and tasks required, while job conflict refers to the degree of incompatibility in the job. These are the most common types of stress. Borg & Riding (1993) investigated a sample of 150 school administrations in Malta results indicated that stress factors were labeled lack of support, revolving conflict, the inadequate recourses, work load and work conditions and responsibilities. Conflict is actually a major area that must be considered as a stressful dimension. A number of workforce factors may contribute to depression such as poor job fit, working conditions resulting in cumulative strain, unforeseen changes and relocation or layoff (Anonymous, 1997).

1.5.2. External Factors: Psychological Aspects at the Workplace

The psychological side is another factor that cannot be ignored in its effect on the workers at the workplace. Rotondo (2003) examined multiple dimensions of work and Family conflict. Four styles of work and family coping were examined (direct action, help seeking, positive thinking and avoidance). Two different forms of work-family conflict (time-based and strain based) as well as the effect of the direction (work interfering with family or family interfering with work). The sample consisted of 61% female and 39% male from numerous organizations in Midwestern city of the USA. Results indicated that help seeking and direct actions used at home were associated with lower work conflict. Avoidance was associated with higher conflict levels; while, positive thinking was associated with no significant results. Workplace has become threatening to many employees and this led them to respond to creating a psychological defense (Anonymous, 1997). Sometimes people stay in their jobs because of the people surrounding them. They are psychologically satisfied to work with these people a sort of social integration. Plagakis (1995) indicated the importance of the social environment at work. Some people do not want to leave their jobs just because of the friends they have built at work. It seems that members of cohesive groups do not feel work pressure. In times of stress people tend to band together. Klein (1971) mentioned that feelings of stress are affected by cohesiveness. So group cohesiveness may be perceived as a way to reduce threat or work pressure.

On the personal basis working outside of one's comfort zone is not only stressful but it invites poor performance. According to Roselle (1995) six signs of personal career were suggested.

- Your job responsibilities haven't changed
- You are no longer picked for high powered projects
- You've just been passed over for promotion
- Your work is boring
- The relationship with your boss is deteriorating
- The company's strategic focus has shifted and your function is greatly de-emphasized.

1.6. Managing Negative Stress

Managing the effect of stress is very difficult. The difficulty arises due to the variation of stress among individuals. The personality and culture are two factors which are deeply involved with stress. Although these factors are quiet contradicting and could not be controlled, many managerial bodies introduced programs to control and guide the effect of negative stress. Miller (2004) mentioned that HSE (Health and Safety Executive) launched managerial standards to help employees tackle workplace stress. The HSE had a 5 step approach to risk assessment:

- Look for hazards
- Decide who might be harmed
- Evaluate the risk
- Record findings
- Monitor and review them
- Ornelas & Kleiner (2003) determined that management should take proactive measures to prevent future stress such as,
 - Ensuring that workload fits the employees job skills
 - Designing the job in a way to motivate employees
 - Allow workers to participate
 - Determine the exact rules and responsibilities of workers
 - Support networks of co-workers and establish work schedules

Frost (2003) indicated that negative stress appears due to restlessness, fatigue, poor concentration, irritability and sleep disturbance recognizing this condition encourages workers to be treated and try to improve performance. Le Craw (1992) indicated the importance of managing and implementing changes. He referred to communication, participation, knowledge, goal setting and recognition as main elements for managing stress. Gillan (1994) referred to the less stress committee which focused on solving any quick problems and brainstorming on the resolution of long problems. The idea of brainstorming is actually encouraging many organizations to solve problems and reduce stress among employees. Brott (1994) indicated the importance of increasing employees' power and improving communication in any program targeting to reduce stress.

1.7. Satisfaction and Stress

Job stress and job satisfaction are separate but interconnected variables (Chandraiah & Agrawal 2003). Many studies have suggested that reduced job satisfaction caused by job stress can lead to an increase in employee turnover and absenteeism, and to decreases in productivity and job performance. Kim & Jang (2016). If the employees of an organization are happy with their work and don't feel stress on their job then this is good for the organization because it says that a happy worker is hopefully a productive worker. The organizations should try to make a friendly environment for their workers. The management of the organization motivates their workers through intrinsic and extrinsic rewards and tries to let them feel happy and decrease stress (Riaz et al, 2016).

Kim & Jang, (2016) found a relationship among job stress, job satisfaction, and mental health. Job satisfaction and job stress are interconnected to a great extent and have a great effect on many aspects of work.

2. Methodology

This research is a hypotheses testing research. Convenience sampling was used to collect data. Convenient sampling was used because it was considered quick and less expensive. The nature of the Egyptian employees was investigated, in particular the Egyptian governmental and private sectors.

A Likert scale was used for the first 5 items. (1) referred to strongly agree (2) agree (3) neutral (4) disagree and (5) strongly disagree. This indicated that (1) strongly agree referred to a very high degree of satisfaction or very low degree of stress, while (5) strongly disagree referred to a very low degree of satisfaction a very high degree of stress. The first seven items were asking about the extent of job satisfaction, the following seven items concentrated on the stress at work. Finally, the last seven items concern productivity.

3. Research Hypotheses

This study aims to test the following hypotheses:

- H1 Job Satisfaction has a positive impact on Egyptian employees' Productivity
- H2 Job Stress has a negative impact on Egyptian employees' Productivity
- H3 Salary as a factor of Job Satisfaction is the most important factor and the Working Environment is the least important factor.
- H4 Work Overload as a factor of Job Stress is the most important factor and Inflexible Schedules is the least important factor.

The survey was conducted on Egyptian employees. The survey included different occupations and age groups of Egyptian employees. Questionnaires were distributed to Egyptian employees at different levels and in both sectors (Public and Private). The results were a total of 244 usable responses from 300 distributed questionnaires. The first seven items were asking about the extent of job satisfaction, the following seven items concentrated on the stress at work. Finally, the last seven items concern productivity.

Questions	Variables
I take a sufficient salary at my work	Salary
There is a private transport at my work	Transport
I have many friends at work	Friends
There is a health insurance at my work	Health Insurance
I gain experience from my work	Experience
Working environment increases my desire to work	Working Environment
I feel appreciated at work	Appreciation
I am overloaded at my work	Work overload
I have little control over aspects of my work	Little Control
I am not involved in any decision making concerning my job	No Decision
My leader gives me minimal support and guidance	Minimal Support
I do not fully understand my duties	not fully understand my duties
There are over demanding and inflexible work schedule	inflexible work schedule
I spend long hours at work	long hours at work
I fulfill my tasks in a fast time	fulfill tasks in a fast time
I fulfill my tasks with a high quality	high quality
I respond to changes easily	respond to changes easily
My tasks are usually done accurately	tasks are usually done accurately
I deal with changes	deal with changes
My work is done in a professional way	work is done in a professional way
My tasks usually do not need extra time	tasks usually do not need extra time

Table 1: Question and Related Variables

As the hypotheses were mentioned previously we are going to see how they are investigated by variables.

H1	Q.1-7 and Q.15-21
H2	Q.8-14 and Q 15-21
H3	Q.1 and Q.6
H4	Q.8 and Q.13

Table 2: Hypotheses and Variables Investigated

The questionnaire was divided into two sections. The first section was descriptive. It included information about the type of work, age and experience. The second section included information about job satisfaction, job stress and productivity.

Firstly, a regression analysis was conducted to measure the impact of satisfaction factors and stress factors as independent variables on the Egyptian employees' productivity as a dependent variable. Secondly, a ranking of job satisfaction and job stress dimensions were conducted to investigate satisfaction and stress among Egyptian employees in Egypt. Ranking was built on a mean analysis (comparisons of means).

Firstly, a regression analysis was conducted in this case the use of regression was necessary because we aim to predict and explain the relation between the dependent variable and the independent variables (Haire et al, 1995). Regression analysis in the form of multiple regressions was the most widely used method for conducting multivariate analysis, particularly when more than three variables are involved (Bryman & Carmer, 1998). It provides a method of assessing the predictive power of a set of independent variables. The stepwise method was used in this study as it is useful for exploratory studies (Field, 2003). The regression analysis was conducted at two stages. The first stage considered the factors causing job satisfaction as independent variables, while at the second stage the factors causing job stress were considered independent variables. Employees productivity was considered a dependent variable in both cases. Table 3 and 1.4 show our regression analysis.

Table 1 indicates the impact of different factors of satisfaction on productivity. Seven factors entered the equation Salary, Transport, Friends, Health Insurance, Experience, Working Environment, and Appreciation. The results of this analysis are explained in the table.

Model	Unstandardized coefficients		Standardized Coefficients		
	B	Std Error	Beta	T	Sig.
Constant	2.141	.213		10.043	0.000
Experience	.0153	.047	.212	3.268	.001
Environment	.138	.042	.211	3.321	.001
Salary	.094	.036	.164	2.653	.009

Table 3: Factors of Satisfaction with Productivity Coefficients

All of the factors of satisfaction entered the equation however four of them were excluded. Experience, Environment and Salary remained in the equation indicating that they are the only satisfactory factors affecting productivity. Experience has the greatest impact on productivity. R square which is the percentage of variation in the dependent variable explained by the independent variable was 0.191 and the F test was 18.827 sig. at .000. The T test and the beta coefficients were presented in the table. For experience the Beta was 0.212 and the T test was 3.268. For environment the Beta was 0.211 while the T test 3.321 and salary the Beta is .164 and the T test is 2.65. This indicates that experience (as a factor of satisfaction) has a major impact on productivity, while working environment and salary have a lesser impact on productivity. This indicates that the first hypothesis is partially accepted.

On the other hand the impact of stress on productivity was also indicated. All factors of stress entered the equation. This includes Work Overload, Little Control, No Decision Making, Minimal Support, Misunderstanding Duties, Inflexible Work Schedule and Long Working Hours. These factors were the independent variables, while productivity was the dependent variable. Table 2 shows this regression analysis.

Model	Unstandardized coefficients		Standardized Coefficients		
	B	Std Error	Beta	T	Sig.
Constant	3.387	.136		24.945	.000
Long Hours	.094	.039	.155	2.434	.016

Table 4: Factors of Stress with Productivity Coefficients

Table 4 shows that long working hour are the only stress factor affecting productivity. The R square was .024 and the F test was 5.925 sig. at .016. The Beta and the T test of working long hours were .155 and 2.434 they were sig. at 0.16. This indicates the positive impact of working long hours on productivity. If an employee works for long hours this increases his productivity. This indicates that his output increases. Despite working for long hours the employees'

productivity increases. This shows that the positive stress has a positive impact on productivity for the Egyptian employee. Its impact is like satisfaction. The negative stress does not exist for the Egyptian employee. Here appears the puzzle in which satisfaction and positive stress is the only factors affecting productivity of the Egyptian employees. This indicates that the second hypothesis is rejected.

Secondly, a ranking of satisfaction and stress dimensions were conducted to investigate the most important factors in Egypt. The fourteen factors of satisfaction and stress chosen in this research were presented. Table 5 and 1.6 presents the ranking of these factors. Ranking was built on a mean analysis (comparisons of means).

Factors	Means
Experience	4.39
Environment	4.00
Friends	3.98
Insurance	3.84
Appreciation	3.84
Salary	3.61
Transport	3.17

Table 5: Satisfaction Frequencies

The table indicates that experience was the most important factor of satisfaction, while having a transport was considered the least important factor. So our third hypothesis is rejected.

Factors	Means
Long hours	3.37
Work load	3.27
Little control	3.13
Minimal support	3.04
Inflexible schedule	3.03
No decisions	2.59
Misunderstanding duties	2.34

Table 6: Stress Frequencies

The table indicates that long working hours was the most important factor of stress, while misunderstanding duties was considered the least important factor. So our fourth hypothesis is rejected.

4. Discussion

The results of the study supported some of our hypotheses. According to the regression analysis, the productivity satisfaction has a positive impact on productivity. Experience, working environment and salary affect productivity. Statistically the most important contributor on productivity is experience then comes working environment and salary. Gaining experience is the most satisfactory factor for Egyptian employees. This partially supports our first hypothesis, while for stress the long working hours had the only impact on productivity. However, it had a positive impact indicating that working for long hours increase productivity i.e. it increases the output. The Egyptian employee believes that spending long hours at work will increase productivity even if he is stressed. He does not bother about his health and time. This is the case for Egyptians as they want to be unique or to remain in their job. The positive stress affects them to a great extent, while negative stress does not exist for them. This rejects our second hypothesis.

The mean ranking shows that experience was the most important factor affecting the Egyptian employees' satisfaction. While having a work transport is considered the least satisfaction factor. This indicates that experience is very important for the Egyptian employee. For any employee especially if he is a fresh graduate he is aiming to gain experience and this is the most important factor for him. While having a work transport is the least important factor. Restrictions to Bus schedules might be boring for the Egyptian employee and pointless if the employee finishes his work early or late. This opposes our third hypothesis which suggested that salary could be the major factor causing satisfaction and working environment is the least factor. On the other hand, working for long hours was the most stressful factor and inflexible work schedules are least factors. This opposes our fourth hypothesis. This shows to what extent the style of thinking differs between people all over the world.

5. Conclusion and Recommendations

The study investigates satisfaction and stress for Egyptian employees in the Egyptian context. The results of this study gave us an indication of satisfaction and stress factors and those affecting productivity. It is essential to design a program that increases the Egyptian employee productivity. It is important to consider the following:

- Increase the Egyptian employees' life satisfaction by avoiding loneliness and boredom through social clubs. So the employee will focus on his work to produce higher quantity and better quality.
- Orient the Egyptian employees to accept and deal with any changes in the organization.
- Ensure that employees organize their time and appreciate the importance of time

- Further research is needed to illustrate the managerial policies required to direct and encourage productivity in Egypt. More questions may be needed to elicit more information on productivity. This issue is worthy of further research.

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