



# Studying Job Motivation Versus Job Stress Among ICU Nurses in Afzali Pour Hospital, Kerman

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**Abstract:** As a specialized organization with its special structure and complexities, hospital considered as the main pillar of the community health care system in a society in which human resource is its main tool. Regarding the critical role of the above-mentioned nurses in providing public health, identifying and analyzing the factors motivating them is of great concern. The purpose of the present research is to study job motivation versus job stress among ICU nurses in Afzali Pour hospital of Kerman. The universe includes 123 ICU nurses of Afzali Pour hospital from which 95 of them selected through simple random sampling as the research sample. The job motivation (Hackman and Oldham, 1980) and job stress (French et al, 2000) questionnaires used to collect data. The research method was of correlation type. The obtained data described and analyzed by descriptive and inferential (Pearson's correlation coefficient, scatter diagram and multiple/simple linear regression). Findings showed: job motivation and its components were decreased facing with job stress and while the job importance is not influenced. Skill diversity influenced by job stress more than other components of job motivation. Job feedback, autonomy and identity ranked in next levels. It seems if the ICU nurses' stress is not controlled, unpleasant consequences such as inadequate skills, lack of attention to the therapeutic outcomes, low level of nurses' intellectual independence and therefore making inaccurate or with-delay decisions will be inevitable which cause problems for sensitive healthcare system in ICUs.

**Keywords:** Job Motivation, Nurses' Job Stress, Skill Diversity, Job Identity, Job Autonomy

## INTRODUCTION

Recognizing employees' motivational issues to improve their performance and organization efficiency is very important. This problem is more important for those who are working in healthcare centers especially for nurses because they are in relation with patients' mental and physical aspects. Therefore, lack of motivation cause adverse effects on society health (Tomy, 2002). Job dissatisfaction is of common results of job stress. Thus, employees' motivation has to be the major plan of managers in healthcare organizations because motivation decreases employees' stress and results in innovation in them. Job stress exists in all occupations but it is more important in those related to human health (Wus et al, 2007). Several studies show that nurses are suffering from job stress. The ICU ward is stressful by nature due to its complexity and dynamicity. On the other hand, using complex equipment is one of challenges in this ward, which has undesirable effects on personnel's motivation and moral tensions (Lai Hl et al, 2008).

Among all occupation, nursing especially in ICU ward considered as stressful jobs (Wus et al, 2007). Working in such complex and stressful organizations needs to have a set of social skills. The crucial and problematic issue of the present research is job stress among ICU nurses. That is, the quality of job stress among them and if job stress plays a significant role in predicting nurses' job motivation. It is noticeable that important

components of nursing job stress are death, conflicts with physicians, lack of sufficient emotional preparation, problems in relationships with colleagues, problems in relation to nurses, workload, uncertainty about treatments, patients and their families and discrimination. It is necessary to review some of previous researches about job stress and the related issues. Results of a research – A comparative study of administrative and operational staff's job motivation in disaster management and medical emergency center of Medical Science University of Kerman – showed that the personnel's job motivation is in medium level which means managers are recommended to prioritize mental, educational and welfare factors in order to create satisfaction and motivation in their personnel in order to achieve better efficiency (Vaaly & Ravangard, 2007). Another research – Nurses' medication errors, causes and solutions – showed that job stress is one of the most important factors cause nurses' medication errors and patients' safety reduction (Madadi et al, 2015). In a research, – Studying the relationship between organizational creativity, job stress and progress motivation with nurses' organizational commitment – results showed that the higher nurses' progress motivation, the less job stress they feel in their job but more creative. There is a positive and significant relationship between nurses' creativity and organization commitment (Hajloo et al, 2012). In another research, – Studying the correlation between nurses' job stress and nurses-physicians professional relations – results showed that there is a significant relationship between nurses' job stress and compatibility with physicians in working filed (Rostami & Rahmani, 2011). In a research, - The role of personality and job engagement in predicting nurses' job stress – it is clarified that personality traits and job engagement play an important role in job stress (Mohammadzadeh et al, 2016). Nursing considered as a stressful job since longtime. Therefore, after a study about relative prevalence of health disorders among stressful jobs, National Institute of Occupational Health declared that among 130 studied jobs, nurses ranked 27 for referring to physicians in order to solve their problems caused by lack of mental health (Ebrahimian, 2015). According to the report of International Council of Nurses announced in international meeting of nurses in 2003, job-related stress in US causes 200-300 billion dollars loss annually and 60-90 percent of hygiene problems caused by job stress. Nursing is stressful naturally and stress is effective on nurses' quality of life (QOL) and health (Rezaei, 2003).

Considering the effect of stress on nurses' performance, especially ICU nurses who deal with certain patients who need special care in addition to the possibility of relationship between job stress and job motivation, studying the stress level and job motivation as an effected component in ICU nurses of Afzalipour Hospital is considered. Therefore, studying job motivation versus job stress in ICU nurses of Afzalipour Hospital in Kerman City considered as the main objective of the research. Thus, the following hypotheses considered:

- Main hypothesis: job motivation of the ICU nurses in Afzalipour Hospital of Kerman City reduced by job stress
- Special hypotheses:
  1. Job stress reduces the skill diversity of ICU nurses
  2. Job stress reduces the job identity of ICU nurses
  3. Job stress reduces the job importance of ICU nurses
  4. Job stress reduces the job autonomy of ICU nurses
  5. Job stress reduces the job feedback of ICU nurses

### **Research method**

The present research is of correlative type based on of the objective because the research objective is to find out the job stress role in decrease or increase of job motivation and this objective is compatible with those researches of correlative type.

The universe includes all 123 ICU nurses [Neonatal intensive care unit (NICU), Post-anesthesia care unit (PACU), Coronary care unit (CCU), Pediatric intensive care unit (PICU), adult intensive care unit (AICU)]

working in Afzalipour Hospital. The sample volume includes 95 subjects selected through Morgan table randomly.

The data for job motivation and job stress collected by means of Hackman-Oldham job motivation questionnaire (1980) and French et al questionnaire of nurses' job stress (2000) separately. Cronbach's alpha method used to measure the internal consistency of job motivation questionnaire, which is obtained 0.84.

The Cronbach's alpha for job stress subscales are as following: patient's suffering and death = 0.746, workload = 0.746, uncertainty about treatments = 0.745, conflicts with physicians = 0.752, conflicts with other nurses = 0.749, lack of sufficient preparation = 0.767, lack of support = 0.763. Moreover, the Cronbach's alpha for total tool obtained as 0.854 (Rezaei et al, 2006). Note that motivation potential score (MPS) calculated by the following formula:

$$\text{Feedback} * \text{Freedom of action} * (\text{duty importance} + \text{duty identity} + \text{skill diversity})/3 = \text{motivation potential}$$

Another point is that the components of death, conflicts with physicians, lack of sufficient emotional preparation, problems in relationships with colleagues, problems in relation to nurses, workload, uncertainty about treatments, patients and their families and discrimination are considered in job stress as predictor variable in this research.

Two statistical methods used to analyze data. Demographic characteristics of job motivation and job stress described by frequency tables, central tendency and dispersion indices; the research analyzed statistically through inferential statistics techniques such as Pearson correlation coefficient, simple and multiple linear regression chart to determine the relationship between job motivation and job stress. Note that statistical analysis of data done by SPSS software and the significance level of the experiment is  $\alpha = 0.5$ .

### **Descriptive and inferential results**

Description of demographic characteristics of ICU nurses in Afzalipour Hospital of Kerman City

- From 95 subjects, 87 of them specify their gender in which 78 females (89.7%) and 9 males (10.3%)
- From 95 subjects, 81 of them specify their age in which 13 (16.05%) are 20-25, 11 (13.58%) are 26-30, 27 (33.33%) are 31-35 and 30 (37.04%) are over 35
- From 95 subjects, 92 of them specify their education level in which 5 (5.4%) are high school or lower, 6 (6.5%) are AD, 66(71.7%) are BA and 15 (16.3%) are MA
- From 95 subjects, 87 of them specify their job experience in which 14 (16.1%) are 5 years or less, 30 (34.5%) are 6-10, 25 (28.7%) are 11-15 and 18 (20.7%) are more than 15.

### **Description of job motivation in ICU nurses of Afzalipour Hospital in Kerman City**

Generally, according to the average of calculated score, skill diversity is relatively low in ICU nurses of Afzalipour Hospital in Kerman City and their job identity, job importance, job autonomy, job feedback and generally, job motivation is medium. The highest average in this research is for job importance (Table 1 & 2). The lowest average is for skill diversity. The low average of skill diversity in proportion to total average of this dimension in this research shows that the personnel in these wards have less job rotation than those in other therapeutic wards due to their experience and expertise in relation to the patients of special departments. This job designed in a way that using all skills and abilities of personnel is possible. The high average of job importance in proportion to total average of this dimension in this research shows that nurses are aware of the importance therapeutic jobs have. Job importance evaluated as medium in this research although it should be toward better situation.

**Table 1.** frequency distribution of job motivation in ICU nurses of Afzalipour Hospital in Kerman City

Rate	Frequency	Frequency percentage
Very low (score 1-1.5)	1	1.1
Low (score 1.5-2.5)	8	8.4
Relatively low(score 2.5-3.5)	22	23.2
Medium (score 3.5-4.5)	33	34.7
Relatively high(score 4.5-5.5)	19	20.0
High (score 5.5-6.5)	10	10.5
Very high (score 6.5-7)	2	1.2
Total	95	100

**Table 2.** descriptive statistics of job motivation score and its components in ICU nurses of Afzalipour Hospital in Kerman City

Variable	Minimum	Maximum	Average	Mean	SD
Skill diversity	1	7	3.41	3.00	1.50
Job identity	1	7	4.07	4.00	1.36
Job importance	1	7	4.53	4.67	1.50
Job autonomy	1	7	3.72	3.33	1.56
Job feedback	1	7	4.30	4.33	1.47
Total	1	7	4.00	4.00	1.18

**Description of job stress in ICU nurses of Afzalipour Hospital in Kerman City**

Generally, according to the average of calculated score, job stress and its components including death, conflicts with physicians, lack of sufficient emotional preparation, problems in relationships with colleagues, problems in relation to nurses, workload, uncertainty about treatments, patients and their families and discrimination is relatively high in ICU nurses of Afzalipour Hospital in Kerman City that needs critical attention. Note that, 43.2% of nursing personnel experience medium job stress and 43.2% of people experience high job stress (Table 3 & 4).

**Table 3.** descriptive statistics of job stress and its components in ICU nurses of Afzalipour Hospital in Kerman City

Variable	Minimum	Maximum	Average	Mean	SD
Death	1.00	4.00	2.61	2.60	0.724
Conflict with physicians	1.00	4.00	2.64	2.64	0.741
lack of sufficient emotional preparation	1.00	4.00	2.50	2.50	0.796
problems in relationships with colleagues	1.00	4.00	2.40	2.40	0.779
problems in relation to nurses	1.00	4.00	2.61	2.61	0.821
workload	1.00	4.00	2.62	2.62	0.729
uncertainty about treatments	1.11	4.00	2.66	2.66	0.720
patients and their families and	1.14	4.00	2.58	2.58	0.728
discrimination	1.00	4.00	2.66	2.66	0.883
total	1.44	4.00	2.59	2.57	0.652

**Table 4.** frequency distribution of job stress in ICU nurses of Afzalipour Hospital in Kerman City

Rate	Frequency	Frequency percentage
Very low (score 1-1.5)	3	2.2
Medium (score 1.5-2.5)	41	43.2
High (score 2.5-3.5)	41	43.2
Very high (score 3.5-4)	10	10.5
Total	95	100

According the research results, the most important factors cause job stress for nurses are uncertainty about treatments, discrimination, conflicts with physicians and colleagues, patients' death and suffering and workload. Results of the following researches verify these results.

Researchers introduce conflict between colleagues as the main factor of job stress (Frenchi & Kplan, 2003). A supportive environment in playing role in job helps employees to have necessary autonomy and make use of job facilities and resources appropriately. While in a working environment without support, one faces with serious problems to deal with his job activities and thus feels frustration. Therefore, using sympathy, help and cooperation of colleagues and close friends during stress and share the problem with them can be helpful (Daghighi & Farhangi, 2000). Colleagues' support can be effective on reduction of job stress and its consequences in nurses (Piko, 1999).

**- Main hypothesis: job motivation of the ICU nurses in Afzalipour Hospital of Kerman City reduced by job stress**

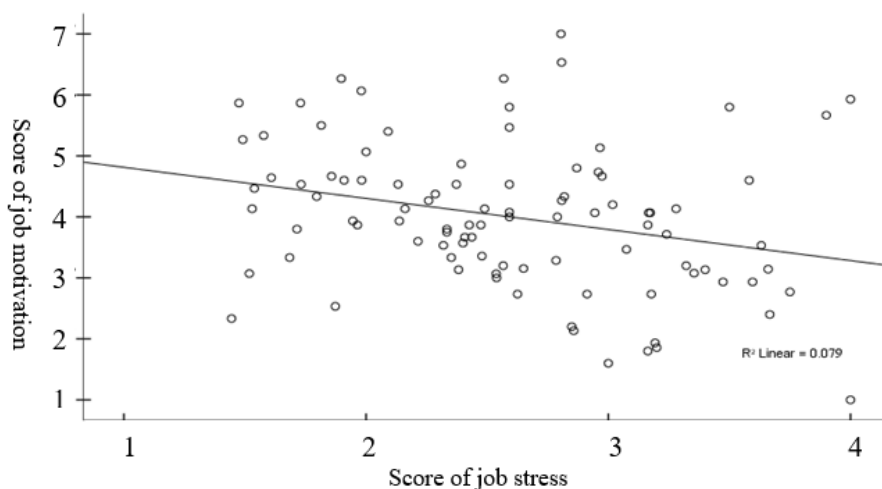
Considering calculated correlation coefficient, there is a weak negative correlation between job stress and job motivation. Since the p-value (0.003) is less than 0.05 in the table of coefficients test, the  $H_0$  (lack of negative linear relationship) is rejected. Therefore, there is a negative significant relationship between job stress and job motivation. In other words, job motivation of the ICU nurses in Afzalipour Hospital of Kerman City reduced by job stress (Table 5 & 6), (Chart 1).

**Table 5.** summary of linear regression model of job motivation vs. job stress in ICU nurses of Afzalipour Hospital in Kerman City

Correlation coefficient (r)	Coefficient of determination (R2)	Standard error of the estimate	Durbin-Watson
-0.282	0.079	1.138	2.237

**Table 6.** coefficients test of linear regression model of job motivation vs. job stress in ICU nurses of Afzalipour Hospital in Kerman City

Variable	Coefficient $\beta$	SEM	t	P
(Fix)	5.323	0.481	11.058	0.000
Job stress	-0.510	0.180	-2.829	0.003



**Chart 1.** dispersion between job stress and job motivation in ICU nurses of Afzalipour Hospital in Kerman City

**- Special hypothesis 1: Job stress reduces the skill diversity of ICU nurses in Afzalipour Hospital in Kerman City**

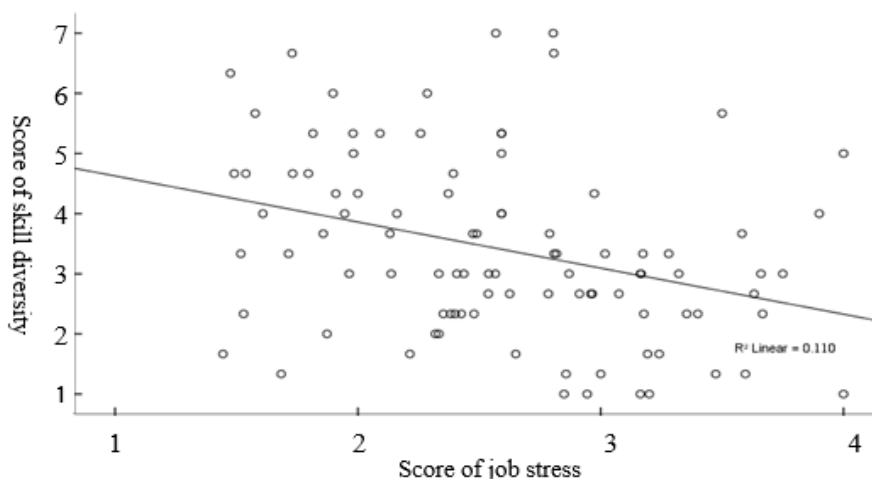
Considering the calculated correlation coefficient,  $\beta_1$  coefficient and regarding the regression line in dispersion chart, there is a weak negative relationship between job stress and skill diversity. Since the p-value (0.001) is less than 0.05 in the table of coefficients test, the  $H_0$  is rejected. Therefore, there is a negative significant relationship between job stress and skill diversity. In other words, skill diversity of the ICU nurses in Afzalipour Hospital of Kerman City reduced by job stress (Table 7 & 8), (Chart 2).

**Table 7.** summary of linear regression model of skill diversity vs. job stress in ICU nurses of Afzalipour Hospital in Kerman City

Correlation coefficient (r)	Coefficient of determination (R <sup>2</sup> )	Standard error of the estimate	Durbin-Watson
-0.332	0.110	1.427	2.363

**Table 8.** coefficients test of linear regression model of skill diversity vs. job stress in ICU nurses of Afzalipour Hospital in Kerman City

Variable	Coefficient $\beta$	SEM	t	P
(Fix)	5.392	0.603	8.939	0.000
Job stress	-0.766	0.226	-3.393	0.001



**Chart 2.** dispersion between job stress and skill diversity

**- Special hypothesis 2: Job stress reduces the job identity of ICU nurses in Afzalipour Hospital in Kerman City**

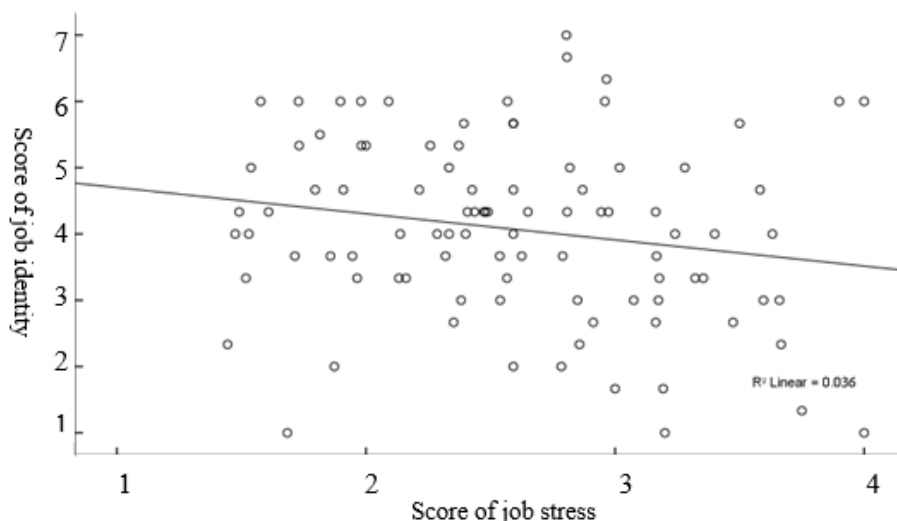
The research results show that there is a weak negative relationship between job stress and job identity. Since the p-value (0.033) is less than 0.05 in the table of coefficients test, the  $H_0$  is rejected. Therefore, there is a negative significant relationship between job stress and job identity. In other words, job identity of the ICU nurses in Afzalipour Hospital of Kerman City reduced by job stress (Table 9, 10), (Chart 3).

**Table 9.** summary of linear regression model of job identity vs. job stress in ICU nurses of Afzalipour Hospital in Kerman City

Correlation coefficient (r)	Coefficient of determination (R <sup>2</sup> )	Standard error of the estimate	Durbin-Watson
-0.190	0.036	1.338	1.983

**Table 10.** coefficients test of linear regression model of job identity vs. job stress in ICU nurses of Afzalipour Hospital in Kerman City

Variable	Coefficient $\beta$	SEM	t	P
(Fix)	5.095	0.566	9.008	0.000
Job stress	-0.395	0.212	-1.865	0.033



**Chart 3.** dispersion between job stress and job identity

Considering the effect of stress on reduction of job motivation, for ICU nurses who care critical patients, the stress has a reverse effect on job identity. In other words, job identity lowered in stressful conditions of these wards and what is important for nurse is just patient’s conditions and his disease process.

- **Special hypothesis 3: the relationship between job stress and job importance of ICU nurses in Afzalipour Hospital in Kerman City**

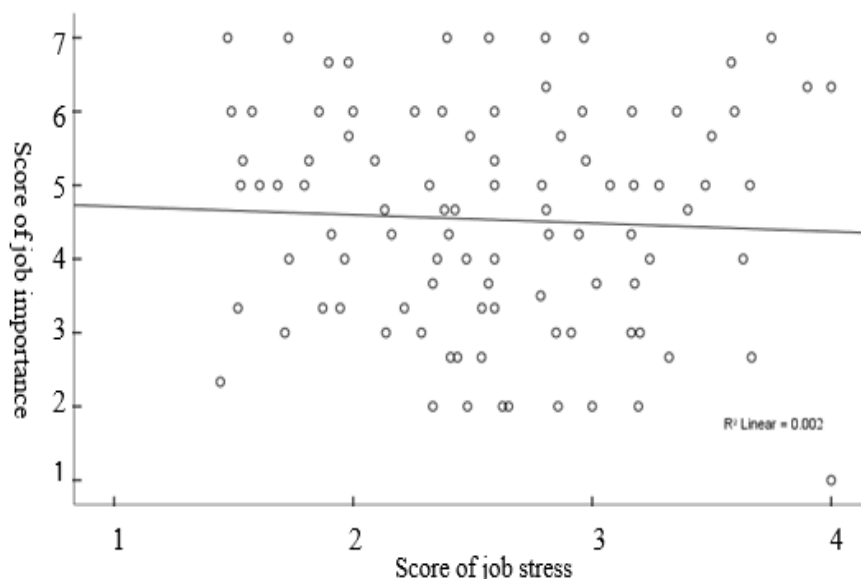
Considering the calculated correlation coefficient,  $\beta_1$  coefficient and regarding the regression line in dispersion chart, there is a weak negative relationship between job stress and job importance. Since the p-value (0.318) is not less than 0.05 in the table of coefficients test, the  $H_0$  is not rejected. Therefore, there is not any negative significant relationship between job stress and job importance. In other words, job importance of the ICU nurses in Afzalipour Hospital of Kerman City is not reduced by job stress (Table 11 & 12), (Chart 4).

**Table 11.** summary of linear regression model of job importance vs. job stress in ICU nurses of Afzalipour Hospital in Kerman City

Correlation coefficient (r)	Coefficient of determination (R <sup>2</sup> )	Standard error of the estimate	Durbin-Watson
-0.049	0.002	1.507	2.174

**Table 12.** coefficients test of linear regression model of job importance vs. job stress in ICU nurses of Afzalipour Hospital in Kerman City

Variable	Coefficient $\beta$	SEM	t	P
(Fix)	4.825	0.637	7.572	0.000
Job stress	-0.113	0.239	-0.475	0.318



**Chart 4.** dispersion between job stress and job importance in ICU nurses of Afzalipour Hospital in Kerman City

- **Special hypothesis 4: Job stress reduces the job autonomy of ICU nurses in Afzalipour Hospital in Kerman City**

Considering the calculated correlation coefficient,  $\beta_1$  coefficient and regarding the regression line in dispersion chart, there is a weak negative relationship between job stress and job autonomy. Since the p-value (0.021) is less than 0.05 in the table of coefficients test, the  $H_0$  is rejected. Therefore, there is a negative significant relationship between job stress and job autonomy. In other words, job autonomy of the ICU nurses in Afzalipour Hospital of Kerman City reduced by job stress (Table 13, 14), (Chart 5).

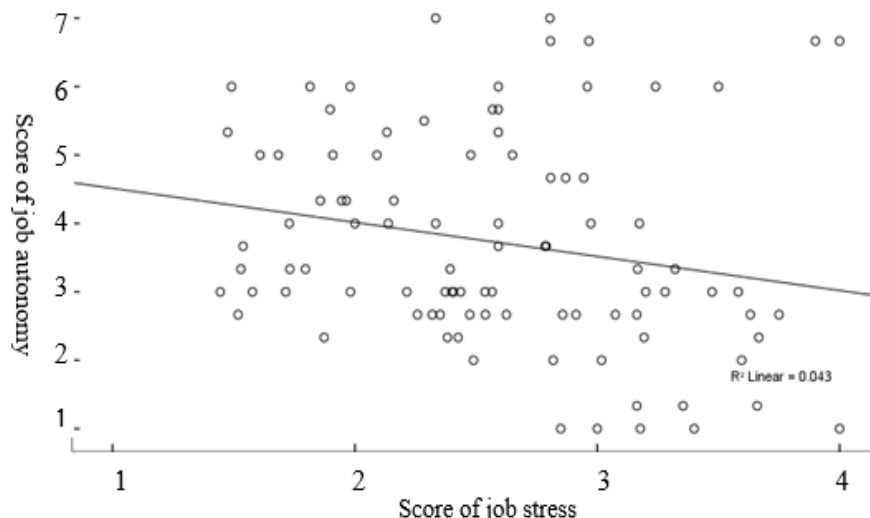
**Table 13.** summary of linear regression model of job autonomy vs. job stress in ICU nurses of Afzalipour Hospital in Kerman City

Correlation coefficient (r)	Coefficient of determination (R2)	Standard error of the estimate	Durbin-Watson
-0.208	0.043	1.532	1.962

**Table 14.** coefficients test of linear regression model of job autonomy vs. job stress in ICU nurses of Afzalipour Hospital in Kerman City

Variable	Coefficient $\beta$	SEM	t	P
(Fix)	5.011	0.648	7.735	0.000
Job stress	-0.498	0.242	-2.052	0.021





**Chart 5.** dispersion between job stress and job autonomy in ICU nurses of Afzalipour Hospital in Kerman City  
 Considering the results of present research, it is necessary that managers of healthcare centers increase job autonomy, determine job identity and present appropriate feedback in order to redesign the job more challenging, motivating and satisfying for nurses.

- **Special hypothesis 5: Job stress reduces the job feedback of ICU nurses in Afzalipour Hospital in Kerman City**

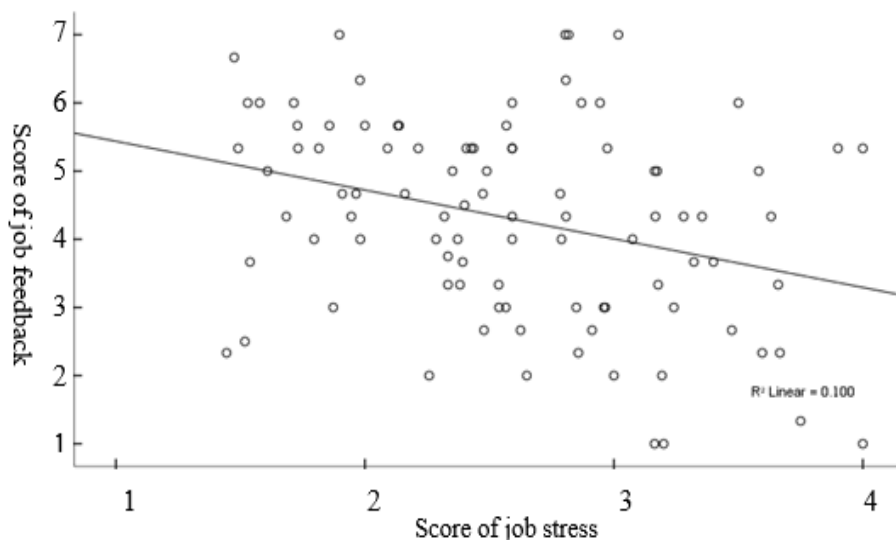
Considering the calculated correlation coefficient,  $\beta_1$  coefficient and regarding the regression line in dispersion chart, there is a weak negative relationship between job stress and job feedback. Since the p-value (0.001) is less than 0.05 in the table of coefficients test, the  $H_0$  is rejected. Therefore, there is a negative significant relationship between job stress and job feedback. In other words, job feedback of the ICU nurses in Afzalipour Hospital of Kerman City reduced by job stress (Table 15 & 16), (Chart 6).

**Table 15.** summary of linear regression model of job feedback vs. job stress in ICU nurses of Afzalipour Hospital in Kerman City

Correlation coefficient (r)	Coefficient of determination (R2)	Standard error of the estimate	Durbin-Watson
-0.317	0.100	1.401	2.008

**Table 16.** coefficients test of linear regression model of job feedback vs. job stress in ICU nurses of Afzalipour Hospital in Kerman City

Variable	Coefficient $\beta$	SEM	t	P
(Fix)	6.152	0.593	10.381	0.000
Job stress	-0.715	0.222	-3.223	0.001



**Chart 6.** dispersion between job stress and job feedback in ICU nurses of Afzalipour Hospital in Kerman City

Note that, job feedback results in nurses’ performance improvement. The purpose of receiving job feedback is to learn experience from mistakes and experiences of others and ourselves. Results of this research show that increase in stress causes inappropriate performance of ICU nurses.

The most important point obtained from results of this research is that skill diversity effected by job stress more than other job motivation components and then job feedback, job autonomy and job identity ranked respectively. This shows that if ICU nurses’ job stress is not controlled, this will lead to undesirable consequences such as insufficient skills, inattention to therapeutic results, low level of nurses’ intellectual independence and therefore making incorrect decisions or with delays, which will put the sensitive healthcare system in special departments into troubles. The relationship between medication errors and conditions of nurses’ working environment shown to be an important point based on results of researches (Joolayee et al, 2015).

**Discussion and conclusion**

Job motivation of ICU nurses in Afzalipour Hospital of Kerman City reduced by job stress. Therefore, it is necessary to teach strategies for coping with stress and managers consider therapeutic-hygienic services in order to decrease and control stress in addition to supply clinical nurses’ mental health. A research – The role of spiritual well-being and strategies to cope with stress in predicting nurses’ job satisfaction – emphasized on the effect of spiritual well-being components and applying strategies to cope with stress (Ja’fary et al, 2015). Promoting nurses’ clinical health is effective on reduction of their job stress (Komeili et al, 2015).

The ICU nurses’ job identity is reduced by job stress. Considering the obtained results, one of the most important duties of hospitals and departments managers is to identify personnel’s potential abilities and pave the way to flourish them. This issue makes managers to form outside and inside environments of the hospital in a way appropriate objective selected for personnel’s needs fulfillment and step toward personnel’s job satisfaction. It is necessary to identify nurses’ needs hierarchy and then try to satisfy those needs in order to create motivation.

Necessity of considering problems in nurses’ working environment and determine their mental health situation feels more than before. The issue about the effect of job stress on nurses’ mental health and cause disorders is very important (Metni et al, 2015).

According to a conducted research about the effect of teaching to manage stress on nurses' job stress (Didehvar et al, 2015), the related authorities are recommended to plan basically and accurately to hold appropriate classes about methods to prevent stress and effective ways to cope with it. This will results in removal or decrease of nurses' job problems and pressures to improve their working relationships in order to improve nurses' health and therefore improve the quality of caring patients.

Job motivation is one of the most important factors of personnel's job satisfaction. Studying job motivation factors of ICU nurses, researchers found out internal factors are more important than external ones in which job identity and responsibility are the most and least important factors respectively. From external factors, supervising and payment are the most and least factors respectively (Mahmoudi et al, 2007). Job satisfaction is necessary to achieve organizational efficiency. In fact, job satisfaction is one of the most important and effective factors on personnel's efficiency increase. Job motivation is in relationship with nurses' self-development behaviors (Foroutani et al, 2014).

Job satisfaction is an attitude one has about his job. If he has high level of job satisfaction, he has a positive attitude toward his job while dissatisfaction with job means low motivation. Studies also show that increase in one's job satisfaction results in increase in his creativity and productivity; working motivation increased and absence from work decreased. People have different motivations for working. Furthermore, motivations are always changing. Understanding personnel's needs in an organization is useful for creating job motivation to predict and interpret their behaviors and it is of necessities that should not be ignored because motivation is a basic factor in improvement of activities. Considering personnel's job motivation especially studying the factors effective on job motivation accepted in scientific centers today as a principle and several researches conducted about its importance and effect. Results of the researches verified this issue (Valizadeh et al, 2015; Ra'isi et al, 2014; Joodat et al, 2013; Vanaki et al, 2009; Mahmoudi et al, 2007).

Job satisfaction specifies a direction for movement of workforce in an organization. Therefore, studying factors effective on job satisfaction in an organization is very important and personnel want promotion system, responsibility, policy and payment are all be commensurate with one's job and position fairly. In this case, personnel feel more satisfied in their job. Inside and outside of the country, several researches conducted about the effect of motivational (mental) and hygienic factors on personnel's job satisfaction and motivation. Some of them verified more importance of mental factors than hygienic (external) ones, which is in compatible with Herzberg's opinion and some others verified the importance of external factors.

Identification of stresses in nurses' working environment and removal of them as much as possible is very effective on motivating them and improving their social adaptability, which results in their efficiency whom are the best and most valuable resources of healthcare system. Results of a research point out the role of regulating emotions and spirituality in reduction of army nurses' job stress (Alizadeh et al, 2014). In another research entitled as studying the factors effective on job stress of Medical Emergencies nurses, it was concluded that Medical Emergencies personnel feel more stress than others do. Role control and social support as the most important factors effective on stress ranked higher than other factors (Golshiri et al, 2013).

Therefore, decrease of stress and increase of job motivation and satisfaction results in improvement of people adaptability in society that is one of the important duties of managers especially in healthcare organizations.

### **Other recommendations**

- Stress management workshops to increase nurses' skill to cope with stress. Results of researches emphasize on the effect of health teaching program on nurses' job stress (Hosseini et al, 2015).
- Regular counseling sessions for nurses and encouraging them to express problems and inadequacies in the workplace in addition to try to solve them
- Further studies in pathology of nurses' job stress and introducing practical solutions to reduce stressors

- Startup of mental health counseling centers in healthcare environments
- Increasing knowledge level of nursing managers about best possible planning for managing and reducing stress in workplace
- Motivating personnel considering the point that job stress is in relationship with attitude, interest and motivation. Therefore, it can be concluded that those who have more motivation for their job, have less stress
- Providing welfare facilities in wards, continuous training, social support and creating self-confidence, professional supports, recreational and welfare activities and specifying everyone's role in organizational environment of the hospital
- It should be accepted that avoiding all stressors for nurses regarding their job nature is not possible. Therefore, it is desirable that nurses cope with stress through identifying stress resources and stressors in addition to learn management and adaptation methods. Thus, it seems knowledge improvement and ability to apply appropriate adaptability methods are effective on reduction or control job stressors. Identifying stresses in nurses' working environment and removal of them as much as possible play an important role in motivating them and improving their social adaptability, which results in efficiency promotion of healthcare system. McGrat believes that "if we want to have desirable care for patients, we should care for personnel now".

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