

# Investigating the Relationship between Job Fit and Job Stress and Organizational Performance of Yasuj Health Center Personnel in the West of Iran

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## ARTICLE INFO

### Original Article

Received: 27 December 2021

Accepted: 05 April 2023



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## ABSTRACT

**Background:** Stress of managers and employees of the organization reflected in the efficiency of the organization. The aim of this study is to investigate the relationship between job fit and stress, and organizational performance of Yasouj Health Center Personnel in the west of Iran.

**Methods:** This was an analytical cross-sectional study conducted in Yasouj in the west of Iran in 2020. The sample consisted of 196 managers, experts and staff in health centers of Yasouj who were selected using the convenience sampling method. The instrument used in this study was job Fit, job stress, and organizational performance questionnaires. Pearson correlation coefficient test and multiple linear regression analysis were used to analyze data by SPSS 20 and a significance level of less than 0.05.

**Results:** There was a direct and significant relationship between job fit, personality and job stress and organizational performance ( $r = 0.633$  and  $P\text{-value} = 0.00$ ) ( $r = 0.612$  and  $P\text{-value} = 0.00$ ); there was a significant relationship between job fit and job stress ( $r = 0.881$  and  $P\text{-value} = 0.00$ ). Moreover, all components of job fit and job stress were able to predict organizational performance ( $p < 0.05$ ). The variables of job stress and job fit had an effect on the organizational performance of the employees.

**Conclusion:** Considering the strong and positive relationship between job fit and stress and organizational performance, the results of the study can be used in management planning for job suitability and reducing the stress of employees, and improving their performance.

**Keywords:** Job, Stress, Organizational, Health Services

#### How to cite this paper:

Shojaei F, Karimiankakolaki Z. Investigating the Relationship between Job Fit and Job Stress and Organizational Performance of Yasuj Health Center Personnel in the West of Iran. J Community Health Research 2023; 12(1): 18-24.

## Introduction

Specific characteristics of people constitute their existence and personality. Although some people have similarities, two people are never completely alike. In other words, individuals are unique (1). Proportion of job with personality means that for each person in the organization the job should be appropriate to the personality traits of that person in order to increase job satisfaction. Thus increase productivity and efficiency in the organization would be increased. The more people working in an organization are satisfied with their job, the more useful they will be to the organization in achieving its goals (2). Managers consider several factors when hiring people for a particular job, depending on the type and nature of that job. They include physical factors (face, height and type of clothing), individual abilities including physical and mental abilities, academic degree, individual skills, work experience, psychological differences such as attitude, perception, creativity, etc. (1).

Despite meeting human financial needs, work can also be a source of psychological stress. In recent decades, stress and its effects in organizations has received much attention. Job stress means any unhelpful psychological or physical reaction as a result of incompatibility with one's abilities, which can lead to aggressive behaviors, injuries in work environment, mental or physical disorders, and even death (3). In England, one out of five people suffers from job stress and more than 500,000 workers are absent from work due to job stress (4). There is a negative relationship between stress and job performance, and job stress can have a negative impact on the performance of employees in an organization (5).

Human resources play an important role in advancing the goals and promotion of organizations, so paying attention to human resources is an undeniable need for organizations and this goal can be achieved with performance management (6). Organizations whose employees are suitable for their job are more efficient and adapt to changes more easily than people whose

employees do not fit their job. In addition, paying close attention to the appropriateness of the job and employees is one of the key factors in reducing job stress (7). The main issue in all organizational analysis is performance, and its improvement requires evaluation. Thus, an organization cannot be imagined without a performance appraisal system (8). By increasing the degree of job-employee fit, the performance of employees also improves. Since doing work is formed and imagined in the form of a job, it is necessary to measure and consider the characteristics of a job in relation to the characteristics of the employee. The job and its stages should be understood and analyzed well. Next, the job should be designed suitable applicants must be hired (9). Different types of occupational stress are experienced when the demands of the working environment exceed the individual's ability and capacity. The state is a combination of physical reactions and stressful mental conversations (10).

Job stress occurs when a person's expectations are greater than his capabilities, leading to personal problems, inefficiency, and disruption in organizational performance. In addition, job stress can be caused by professional inadequacy, which ultimately disrupts organizational performance. Considering the importance of the relationship between job fit and personality and job stress in improving organizational performance and its effect on better health services, the purpose of this study is to investigate the relationship between job fit and stress and organizational performance of the health center staff in Yasouj in the west of Iran.

## Method

This was an analytical cross-sectional study conducted in Yasouj in the west of Iran. The statistical population included all managers, experts and employees (400 people) of five health centers (from upper-class, lower-class and middle-class) in Yasouj. Based on Cochran's formula and considering the population size of 400, the estimation error was 5%, the standard deviation in the pilot study is 0.286, and the standard normal

distribution at the error level of 5% was 1.96. 196 people were estimated as a statistical sample by convenience sampling method.

$$n = \frac{\frac{z_{1-\alpha/2}^2 s^2}{d^2}}{1 + \frac{1}{N} \left( \frac{z_{1-\alpha/2}^2 s^2}{d^2} - 1 \right)}$$

At the beginning, complete explanations about the objectives of the research and the method were given to the people who were willing to participate in the research, and they were invited to cooperate. After obtaining informed consent from the qualified people, at the end of the work shift, the questionnaires were completed by the subjects' First, demographic profile questions (age, gender and education) were answered by the employees. Then, the main research tools, including job fit, job stress and organizational performance questionnaires, were also completed.

**Tools**

The standard job fit questionnaire was designed by Ahmadi (2015) (11) based on Hockman and Oldham's model (12). This questionnaire has 5 items in one dimension and is designed to identify the professional fit of the job with the employees. For example (How much is the possibility of progress and learning available to you in the organization? To what extent is everyone positioned based on their skills and expertise? ...). The reliability of the questionnaire by Ahmadi was confirmed by Cronbach's alpha of 0.75 (11). The validity of the tool was confirmed based on the opinions of the panel of experts.

HSE job stress questionnaire is a tool which has been translated and used in more than 10 languages. This questionnaire has 35 items, for example (I am clearly aware of what they expect from me at work. I can decide when to rest. ...). This questionnaire has seven components: position,

communication, support from officials and colleagues, control, demand, and change. The validity and reliability of this questionnaire have been measured by Azadmarzabadi and Gholami (2011) (13).

Hershey and Goldsmith's (2002) organizational performance questionnaire measures 42 items, for example (How is your current job related to your work experience? How important is your job to the organization? ...). This questionnaire is based on the Likert scale (very low, 1; low, 2; medium 3; high, 4; very high, 5). Asadi et al. (2008) (14) reported Cronbach's alpha of 0.79. The authors also confirmed the validity of the questionnaire through construct validity and convergent validity. The validity of the tool was confirmed based on the opinions of the panel of experts (14).

The questionnaires were given to 10 experts and professors and their content validity was confirmed. By distributing 30 questionnaires in the statistical population, the reliability of the questionnaires was above 0.8 through Cronbach's alpha coefficient

**Statistical analysis**

Data analysis was done with SPSS20 statistical software. Descriptive statistics were reported with frequency, percentage, mean and standard deviation. Inferential statistics were reported with Kolmogorov-Smirnov and Shapiro-Wilk tests, Pearson's correlation coefficient and linear regression model to analyze the relationship between variables with a significance level of less than 0.05.

**Results**

196 people were analyzed. The majority (78.47%) of the participants were male, 52.04% were in the age group of 50-41, and 46.48% had bachelor's degree. Details are given in Table 1.

**Table 1.** Frequency distribution and percentage of demographic variables of social security personnel in Chaharmahal and Bakhtiari province, in 2020

	Variable	N	%
Sex	Women	43	21.5
	Men	153	78.4
Education	High school diploma and Postgraduate degree	19	9.6
	Bachelor's Degree	95	48.4
	Master's Degree	67	34.1
	PhD	15	7.6
Age	30-40	47	23.9
	41-50	102	52.0
	51-60	47	23.9

Normality of organizational performance, job fit and job stress was confirmed for the Kolmogorov-Sminov test, respectively ( $p = 0.116$ ,  $p = 0.247$ ,

$p = 0.378$ )

The mean score and standard deviation of the main variables of the research are listed in Table 2.

**Table 2.** Mean score and standard deviation of job fit variables, job stress and organizational performance

Main variables	Number	Mean	SD
Organizational performance	196	141.5	22.9
Job fit	196	15.3	4.1
Job stress	196	114.6	14.4

The results of Pearson correlation test between the variables of job fit, job stress and

organizational performance are shown in table 3.

**Table 3.** Results of the correlation test between job fit, job stress and organizational performance

Variables	Job fit	Job stress	Organizational performance
Job fit	1	$r = 0.880$ $*P = 0.001$	$r = 0.633$ $*P = 0.001$
Job stress	$-r = 0.880$ $*P = 0.001$	1	$r = 0.612$ $*P = 0.001$

\* The significance level was less than 0.05

According to Table 3, there was a positive and significant relationship between job fit and job stress ( $r = 0.880$ ,  $P = 0.001$ ). There was a positive and significant relationship between job fit and organizational performance ( $r = 0.633$ ,  $P = 0.001$ ), and there was a significant relationship between

organizational performance and job stress ( $r = 0.612$ ,  $P = 0.001$ ).

The results of the multiple linear regression models on predicting organizational performance regarding job stress and job fit are shown in Table 4.

**Table 4.** Regression results predicting organizational performance with job fit and job stress

Criterion variable	Predictor variables	B	SE	Beta	T	P value
Organizational performance	Constant	91.195	13.850	-	6.585	0.001
	Job stress	0.701	0.097	0.441	7.244	0.001
	Job fit	-1.956	0.340	-0.350	5.748	0.001
		r Square = 0.422			r = 0.650	

$r = 0.241$

Table 4 demonstrates that both job stress and job fit (in a positive direction) were able to predict organizational performance ( $P < 0.05$ ). In addition, of 196 employees of Yasuj health centers, based on linear regression test, job stress and job fit explained 0.42% of the variance of organizational performance. By increasing one standard deviation in the job stress score, the organizational performance score will increase significantly by 0.42% of the standard deviation ( $P < 0.01$ ).

### Discussion

This study aimed to investigate the relationship between job fit and job stress, and the organizational performance of Yasuj health center staff in the west of Iran. According to the results, job fit and job stress had a positive and significant relationship with organizational performance.

There was a significant relationship between job fit variables and organizational performance. The findings of this study were consistent with the results of the research by Safarkhanlou et al. (2018) indicating a direct and significant relationship between personality traits and job performance (15). It was also consistent with the results of Aghoshani et al. (2016), who concluded that there was a good fit between job and personality. This has increased the evaluation score of high performance regarding employees (16). Moreover, in line with the results of the study by Mohammadi et al. (2016), the evaluation of personality-job fit and its relationship with job performance with regard to the mediating role of organizational commitment in Khuzestan Steel Company employees had direct and indirect relationships which were positive and significant (17). Firouze et al.'s study (2020) showed that by increasing the degree of job-employee fit, the performance of employees also improved (9). Furthermore, Pumbreni et al. (2019) discussed the importance of organizational performance in improving the organization (18).

In the last decade, human resource managers have emphasized the suitability of the job with personality traits of the employee as one of the most important factors. This advances the goals of

the organization and increases commitment and job performance (19-21). Therefore, it is necessary to evaluate the suitability of the job with the personality of individuals in order to increase organizational performance.

In the same vein, Deniz et al. emphasized that "choosing a job appropriate to the employees is effective in improving the performance of the organization (7). Bamba in (2016) showed that stress management and control can improve organizational performance of employees (22). Aghoshani et al. (2016) suggested that the suitability of job with personality affects organizational performance (16). In the study by Dehghani et al. (2020), the inverse relationship between job stress and job performance among staff members of Shahid Sadoughi University of Medical Sciences in Yazd was mentioned (23). Ghaedamini Harouni et al. (2022) addressed the relationship between occupational stress and deviant behaviors in the workplace among the employees of Khorasgan Islamic Azad University (24). The study by Rasool et al. (2020) also emphasized the importance of the role of occupational stress (25).

The present study, however, shows a direct relationship between job stress and organizational performance. Job fit and job stresses are among the most important characteristics of the work environment which arise from real or mental issues affecting performance. Accordingly, there was a significant relationship between the mean score of job fit and job stress among the staff of Yasuj health centers. This result was consistent with Amiri's (26) Khodayari et al.'s (27), and Ghasemzadeh et al.'s studies (28). The study of Hosseini and Memar Maher (2022) regarding the assessment of occupational stress in medical personnel points out that due to their responsibility in ensuring the health and treatment of patients, health personnel is affected by stressful factors. Thus, job suitability can be effective in solving these problems to a great extent (10). According to Dehghani et al. (2020), in order to improve employees' performance and reduce job stress, senior managers should improve communication

and improve the working environment (23).

In this study, the authors focused on a direct relationship between job fit and job stress. Although job stress is one of the consequences of the unsuitability of jobs with people's personalities, which can lead to lower performance. Despite the significant results, this study had some limitations. Because the present research was conducted on the employees of Yasouj health centers, its generalization to other communities should be done with caution. The tool used in this research was a self-report questionnaire; this was because it was difficult to obtain samples during COVID-19 pandemic. The strength of this study was the use of results related to job fit in improving organizational performance and reducing job stress.

### Conclusion

There is a significant relationship between job fit and job stress, and the organizational performance among the employees' in Yasouj health care centers. By increasing the average job

fit score, the organizational performance score increases significantly.

### Acknowledgments

The authors would like to express their gratitude to the esteemed president of the Islamic Azad University, Shahrekord branch, the staff of Yasouj health centers, and all those who participated in this research. This article was the result of an MSc dissertation in the field of health service management from the faculty of Medical Sciences, Islamic Azad University, Shahrekord Branch. It was approved by the Research Council of the university with Ethical code IR.IAU.SHK.REC.1399.016.

### Conflict of interest

There are no conflicts of interest to declare

### Authors' contributions

F. Sh; contributed to the design and implementation of the research, and Z. K; contributed to the analysis of the results and to the writing of the manuscript.

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