People's Democratic Republic of Algeria

Ministry of Higher Education and
Scientific Research

Mohamed Khider University - Biskra

Faculty of Economic, Commercial, and
Management Sciences

Department of Management Sciences

Subject:

The impact of transformational leadership to
minimize work stress level on employees.

"Case Study: CILAS Cement Company - Biskra - "

Dissertation Submitted in Partial Fulfillment of the Requirements for the Degree of
Master's in Management Sciences

Specialization: Human Resource Management

Supervising Professor:

- Mohammedi Mouahib

Prepared by Students:

- Berra Zakaria
- Abdelrahman Aldoud

Examination Committee

Members Committee	Rank	Adjective	University
- Abdul Sami Ruwaina	- Professor of Higher Education	Chairperson	Biskra
- Mohammedi Maouahib	- Assistant Professor "b"	Supervisor	Biskra
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Dedication

In the name of Allah, the Most Gracious, the Most Merciful: "Your Lord has decreed that you worship none but Him, and that you be kind to parents." (Quran 17:23).

To my mother and father, who have given their utmost and sacrificed so much. May Allah prolong their lives and grant that their good deeds never cease.

.To my siblings, who are my strength in times of adversity and hardship

.To my dear friends, who share in my happiness

Berra Zakaria

Acknowledgments

All praise be to Allah, the Grateful, and peace and blessings be upon His noble
.Messenger, our master Muhammad, and upon his family and all his companions

First and foremost, I thank Allah profusely and express my gratitude for His favor
in allowing me to complete this humble work and facilitating its path. I extend my
heartfelt thanks and appreciation to all those who have helped me, both near and far,
.in accomplishing this work

In particular, I would like to thank my supervisor, Professor Mohamedi Mouahib,
who generously provided valuable and rich guidance and advice, paving the way for
.me to complete this work

I am also pleased to thank the members of the examination committee for agreeing
to review this work. Additionally, I extend sincere thanks to everyone who taught
me a letter, provided me with an idea, lent me a book, and supported me during
.times of hardship

Abdelrahman Aldoud

Dedication

Allah, to You be all praise before You are pleased, and to You be all praise when You are pleased, and to You be all praise after Your pleasure. We praise Allah, the Almighty, for enabling us to accomplish this humble work.

I dedicate this work to the apple of my eye, to the one who made Paradise lie beneath her feet... to the one who sacrificed for herself and gave to me, and from whose wellspring of tenderness I drank... to the one who bestowed upon me life... my beloved mother, may Allah preserve her.

To the one whose association and mention increase my pride and honor, and to the one who spent nights awake for my upbringing and education, making me grow under the guidance of my dear father, may Allah protect him.

To my beloved siblings.

To my friends.

Abdelrahman Aldoud

Abstract:

This study aimed to investigate the impact of transformational leadership on work stress from the perspective of a sample of employees at CILAS, a cement company in Biskra. To achieve the research objectives, a questionnaire was utilized to collect data, which was distributed to a sample of 30 employees during the second semester of 2023-2024. The statistical analysis of the data was conducted using SPSS v25. The study yielded several findings, the most significant being the existence of a statistically significant impact of transformational leadership on work stress at CILAS. The dimensions of idealized influence and inspirational motivation were found to be the most influential aspects of transformational leadership affecting work stress in the institution under study. The study also provided several recommendations for the institution, including:

- Company managers should undergo training to understand the nature and dimensions of transformational leadership.
- Managers should receive training on the methods and techniques of transformational leadership.
- There should be a review of the wage and incentive systems.
- Managers should be assessed during the hiring process to ensure they possess the qualities of transformational leaders.

Keywords: Transformational Leadership, Work Stress, Idealized Influence, Inspirational Motivation, Individual Consideration, Intellectual Stimulation

الملخص:

هدفت هذه الدراسة إلى معرفة أثر القيادة التحويلية على ضغوط العمل من وجهة نظر عينة من الموظفين في شركة CILAS للإسمنت في بسكرة. لتحقيق أهداف البحث، تم استخدام استبيان لجمع البيانات، والذي وُزِّع على عينة من 30 موظفًا خلال الفصل الدراسي الثاني من عام 2023-2024. تم إجراء التحليل الإحصائي للبيانات باستخدام برنامج SPSS v25. توصلت الدراسة إلى عدة نتائج، أهمها وجود أثر ذو دلالة إحصائية للقيادة التحويلية على ضغوط العمل في شركة CILAS. وُجِد أن بُعدي التأثير المثالي والتحفيز الملهم هما أكثر أبعاد القيادة التحويلية تأثيرًا على ضغوط العمل في المؤسسة محل الدراسة. قدمت الدراسة أيضًا عدة توصيات للمؤسسة، بما في ذلك:

- يجب على مديري الشركة الخضوع لتدريب لفهم طبيعة وأبعاد القيادة التحويلية.
- يجب أن يتلقى المديرون تدريبًا على أساليب وتقنيات القيادة التحويلية.
- ينبغي مراجعة نظام الأجور والحوافز.
- يجب تقييم المديرين أثناء عملية التوظيف للتأكد من أنهم يمتلكون صفات القادة التحويليين.

الكلمات المفتاحية: القيادة التحويلية، ضغوط العمل، التأثير المثالي، التحفيز الملهم، الاعتبار الفردي، التحفيز الفكري

Content index

List of Tables	
Tables	**Page**
Table 1:the key accompanying traits of transformational leadership dimensions:	- 6 -
Table 2: Differences Between Traditional and Transformational Leaders	- 8 -
Table 3:Distribution of study sample members according to personal and functional variables	- 38 -
Table 4Reliability Coefficients for the Study Tool	- 41 -
Table 5Self-Validity of Transformational Leadership Dimension Indicators	- 43 -
Table 6:Self-Validity of Work stress Dimension Indicators	- 44 -
Table 7:Skewness and Kurtosis Coefficients for Study Variables	- 46 -
Table 8:Kolmogorov-Smirnov test for Study Variables	- 46 -
Table 9: the Likert five-point	- 47 -
Table 10: Means, Standard Deviations, and Relative Importance of Responses from the Research Sample on the Transformational Leadership Dimension Statements	- 47 -

Table 11: presents the mean scores, standard deviations, and relative importance of responses from the research sample regarding statements on the work stress axis	- 50 -

List of Figures

Appendicese List:

Introduction

Introduction

Introduction

Work stress is considered one of the important topics that significantly affect people's lives and various fields of work in the modern era. These pressures reflect the increasing challenges faced by societies and individuals, including families and institutions. When we talk about work stress, we refer to a fundamental issue inherent to human existence on earth, as humans need work as an essential part of their lives and a source of passion and desire. This aligns with the divine saying "We have created man to toil" (Surah Al-Balad, verse 4).

In the context of advanced leadership styles facilitated by modern scientific technologies, transformational leadership emerges as a distinctive leadership pattern characterized by the ability to guide organizations in facing modern challenges and developments. This is evidenced in the behaviors of managers and employees by encouraging them to confront the problems and difficulties encountered by their organizations.

The position of a manager is one of the roles experiencing significant pressures due to demanding administrative tasks. Therefore, the topic of work stress is of interest to researchers and stakeholders in the field of organizational and administrative behavior, particularly in institutions where members realize the impact of work stress on the overall work system.

Given the changes and transformations in the world today, new aspects have emerged that impose significant pressures on workers and the organizations they work for. These circumstances necessitate the need for transformational leadership to confront challenges and changes, with employees playing a crucial role in providing visionary and exemplary leadership within organizations. Consequently, work stress experienced by workers leads to negative phenomena affecting the quality of work within the organization, which can be alleviated through transformational leadership practices.

Research Problem:

Based on the preceding discussion, it can be asserted that work stress is inevitable in organizations, but the presence of transformational leadership practices cannot be guaranteed. In workplaces without stress, routines prevail and creativity and innovation are lacking. Conversely, excessive stress can disrupt work systems, highlighting the crucial role of transformational leaders in maintaining an optimal level of pressure that allows for efficient operations without harm.

Introduction

Therefore, in this study, we aim to address the following research problem:

How transformational leadership affects the minimization of work stress levels among employees at CILAS Cement Company in Biskra ?

Study questions:

What is the level of transformational leadership practices in the organization?

What is the level of work stress in the organization?

There is impact to the **Ideal Impact** to **minimizing** the work stress **levels among employees at CILAS Cement Company in Biskra ?**

There is impact to the **Inspirational motivation minimizing** the work stress **levels among employees at CILAS Cement Company in Biskra ?**

There is impact to the **Intellectual stimulation to minimizing** the work stress **levels among employees at CILAS Cement Company in Biskra?**

There is impact to the **Individual consideration to minimizing** the work stress **levels among employees at CILAS Cement Company in Biskra?**

Previous Arabic Studies

Studies related to the variable of transformational leadership

Naïma Chabouat, December, 2022, PhD thesis titled "The Impact of Transformational Leadership Behaviors on Employee Engagement: A Field Study," Faculty of Economic Sciences, Management Sciences, and Commercial Sciences, University Kasdi Merbah , Ouargla , Algeria, Department of Management Sciences, 169 pages.

The study examined the impact of transformational leadership behaviors on job involvement

among nurses in public hospitals in southeastern Algeria. Data from 419 valid responses

across 19 public hospital institutions were analyzed using SPSS.

- Nurses perceived transformational leadership behaviors and job involvement to be high.
- There was a significant but weak relationship between transformational leadership behaviors and job involvement.
- Among the transformational leadership dimensions, only inspirational motivation significantly affected job involvement, explaining 8.3% of the variance.
- Other dimensions (idealized influence, intellectual stimulation, individualized consideration, empowerment) did not show a significant impact on job involvement.

In summary, the study emphasizes the importance of inspirational motivation in influencing

job involvement among nurses in public hospitals, highlighting its significance compared to

Introduction

other dimensions of transformational leadership.

Ali Araywa Hussein and Jugloli Youssef. (2023-06-10). "Transformational Leadership and Employee Empowerment: A Sociological Perspective on Organizations." Al-Risala Journal of Human Studies and Research, Volume 8, Issue 2, pp. 301-312.

The article discusses a study on the impact of transformational leadership on employee empowerment within a sociological context of organizations. The research focuses on how transformational leadership styles influence employees' ability to achieve success and innovation in work environments. The article highlights the importance of transformational leadership in fostering organizational culture and enhancing employees' role in achieving organizational goals

Studies related to the variable of workstress:

Laâjailia, Youssef & Cherif-Din, Khadija, (2023-04-30), "Work-Life Quality as an Approach to Managing Work Pressure among Emergency Medical Nurses: A Field Study at the Public Health Establishment of Annaba," Al-Risala Journal of Human Studies and Research, Volume 8, Number 1, Pages 638-647.

The study aims to explore the relationship between work pressure and quality of life among emergency nurses in Annaba. Factors such as gender and work experience were considered in the study. A descriptive approach was adopted, and a questionnaire was used as the research tool. The study involved 60 nurses and found an inverse relationship between work pressure and quality of work life. Additionally, the study revealed differences in work pressure and work-life quality based on gender but no significant differences based on work experience.

Alaifa, Mohamed. (2023). ;The Impact of Human Resource Management Activities on Alleviating Work Pressure within SOMIPHOS Phosphate Mines, Djebel Onk, Bled El-Aater, Tebessa." Journal of Finance, Investment, and Sustainable Development, Volume 08, Issue ,01Pages 605-622..

This study aimed to evaluate how human resource management activities impact the reduction of work stress among workers at SOMIPHOS phosphate mines, Bir El Ater Corporation. A questionnaire focusing on human resource management and work stress was administered to 298 workers.

Key findings showed that human resource attraction was the most influential HR activity, followed by organizational learning, training, and empowerment. The study also noted

Introduction

moderate levels of work pressure stemming from both external and internal factors among the workers.

Significantly, the study revealed that human resource management activities have a substantial and positive effect in reducing work pressure across all dimensions.

The studies related to both transformational leadership and work stress.

Najwa Az-Deen Mustafa Hadour. (2017). "The Degree of Practice of Transformational Leadership and Its Relationship with Job Stress: A Field Study on General Secondary School Principals in Benghazi City." Master's Thesis, Benghazi University, Faculty of Economics. October 18, 2017.

This study examined the degree of transformational leadership practiced by principals of public secondary schools in Benghazi, focusing on its four dimensions: idealized influence, inspirational motivation, individual consideration, and intellectual stimulation. The study also investigated the relationship between transformational leadership and job stress among these principals during the academic year 2016/2017, with a total of 60 participants.

Using a comprehensive survey method and a descriptive approach, data was collected through questionnaires and analyzed using SPSS. The findings revealed the following:

- Transformational leadership practices among principals were rated as high.
- Among the dimensions of transformational leadership, individual consideration was the highest.
- Job stress levels among principals were moderate.
- A weak inverse relationship was found between transformational leadership practicesand job stress among principals

After reviewing a set of five previous studies related to our current research topic, we have arrived at the following analyses:

- The current study aligns with previous research in addressing the theoretical aspects of transformational leadership.
- Similarly, our study is in agreement with prior studies in exploring the theoretical dimensions of job stress.
- However, our study differs from previous research in terms of the specific dimensions of the dependent variable being examined.
- Our study also diverges from earlier studies in terms of the sector in which the research was conducted.
- Furthermore, differences are observed in the temporal and spatial frameworks employed in our study compared to previous studies.

Introduction

Based on the above, the current study is considered an extension and continuation of previous studies, which primarily focused on studying the relationship between transformational leadership and job stress among employees of the CILAS Cement Company in Biskra, Algeria. However, most previous studies explored different aspects, while this study aims to connect these variables in a more comprehensive manner and is distinctive in being conducted in the private industrial sector

Study Model: This study is based on the following theoretical framework

Figure 1: Study Model

Transformational Leadership
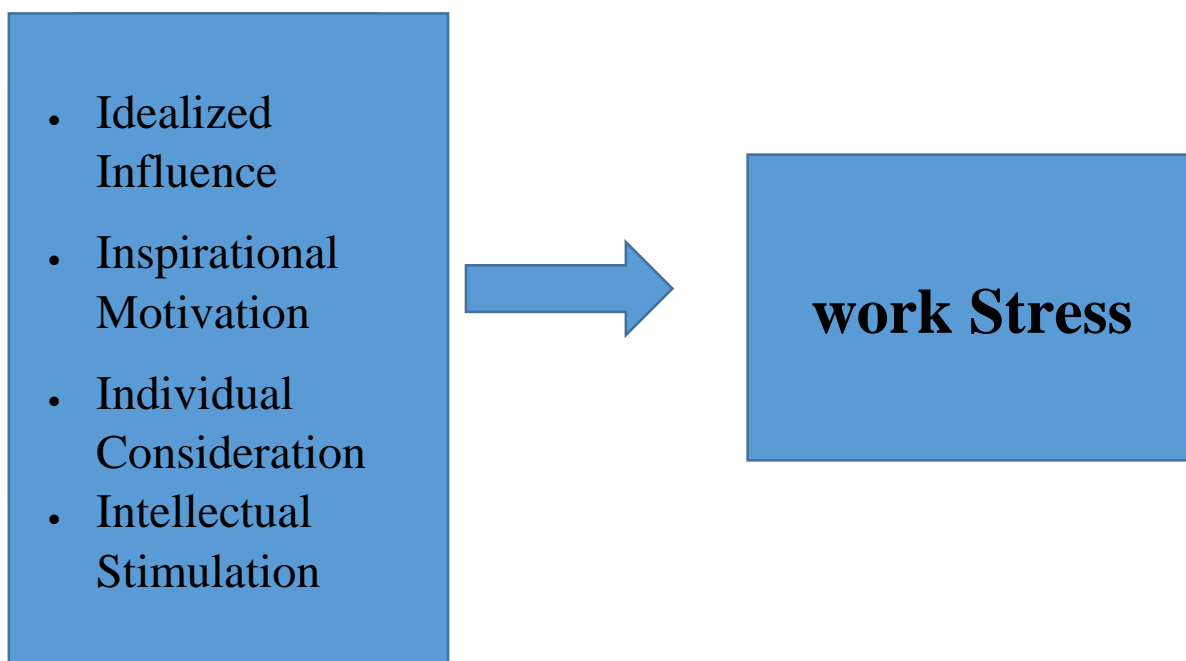
Independent Variable   Dependent Variable

HYPOTEZ:

There is statistically significant impact of transformational leadership on the minimization of work stress levels among employees at CILAS Cement Company in Biskra.

Introduction

There is statistically significant impact of **Ideal Impact** to **minimizing** the work stress **levels among employees at CILAS Cement Company in Biskra.**

There is statistically significant impact of **Inspirational motivation** **minimizing** the work stress **levels among employees at CILAS Cement Company in Biskra.**

There is statistically significant impact of **Intellectual stimulation to** **minimizing** the work stress **levels among employees at CILAS Cement Company in Biskra.**

There is statistically significant impact of **Individual consideration to** **minimizing** the work stress **levels among employees at CILAS Cement Company in Biskra.**

Procedural Definitions:

Transformational leadership: is a style of leadership that goes beyond mere transactional exchanges (offering incentives for desired performance) to inspire and empower followers intellectually and creatively, aligning their personal interests with the organization's broader mission and goals.

Idealized Influence (or Charisma):This dimension involves the leader's ability to establish a strong sense of purpose and direction, earning admiration, trust, and respect from followers.

Inspirational Motivation:Transformational leaders motivate and inspire followers by communicating a compelling vision and setting high expectations. They encourage commitment and enthusiasm among their team.

Intellectual Stimulation:This dimension involves challenging followers to think creatively and innovatively. Transformational leaders promote critical thinking, problem-solving, and openness to new ideas.

Individualized Consideration:Transformational leaders demonstrate care and concern for each individual follower. They provide personalized support, mentorship, and coaching to help develop the potential of each team member.

Work Stress: It is a condition experienced by an individual as a result of individual, environmental, or interactive factors that affect their behavior in the workplace

Epistemological Position and Study Methodology:

Firstly, the epistemological position of the study includes several levels that can be clarified in the following figure:

Introduction

Figure2 :illustrates two levels of epistemological positioning for the study
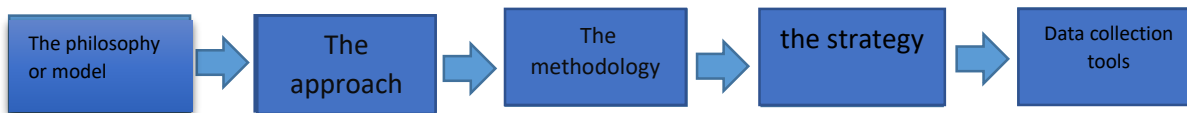
Source: (Qureshi et al., 2022, p. 569)

In this study, the positivist philosophy was adopted, which aims to develop knowledge that describes and explains reality in a neutral manner.

In this study, a positivist philosophy (or realistic and descriptive model) was employed, aiming to generate knowledge that neutrally describes and explains reality.

Scientific research according to this model requires working on variables or observed facts that constitute the studied phenomenon, where the outputs of such scientific research result in generalizable findings to other similar phenomena.

Scientific research according to this model involves working with variables or observed facts that constitute the studied phenomenon, with the outputs of this research being results that can be generalized to other similar phenomena. These generalizable results can be considered scientific facts related to the studied phenomenon, which may evolve into scientific theories.

This philosophy or model is also capable

The noted approach enabled the researcher to identify the actual components of the phenomenon under study, in addition to conducting experiments to understand the relationships of influence and impact among various variables of the studied phenomenon.

Furthermore, in this study, we also adopted the inferential or deductive approach, where researchers used this approach to validate new knowledge by comparing it to previous knowledge, assuming the correctness of the previous knowledge. Derived from this approach is the hypothetical-deductive approach, which aims to provide a description of various phenomena related to individuals, situations, or events, with the goal of achieving generalization.

It should be noted that the hypothetical-deductive approach (The Hypothetico-Deductive Method) is based on the following seven steps:

- Observation.
- Gathering initial data about the phenomenon under study.
- Preparation of the theoretical framework.
- Formulation of hypotheses.
- Gathering more scientific data about the phenomenon.
- Data analysis.

Introduction

- Deduction, which means reaching conclusions and translating them into specific facts about the studied phenomenon.

According to this approach, we identified the problem statement of the current study by reviewing numerous previous studies that addressed the variables of "work stress" and "transformational leadership." Subsequently, we defined an important theoretical aspect that explains the study variables in detail and formulated appropriate hypotheses that specify the correlation and impact relationship between the aforementioned variables. These hypotheses were tested using appropriate statistical tools, leading to conclusions that address the main problem statement and its sub-questions

Study Methodology: .

The choice of a specific study methodology depends on the nature of the topic under study and its intended purpose. Methodology is defined as "the method followed by the researcher in studying to discover the truth and to answer the questions and inquiries posed by the research topic." Therefore, in our research topic, we adopted a descriptive methodology, which consists of a set of research procedures that integrate to describe a phenomenon based on collecting, classifying, and analyzing facts and data thoroughly to extract their meaning and reach conclusions and generalizations about the studied phenomenon.

Data Collection Tools:

There are two types of data sources: primary sources and secondary sources. Based on these sources, data is classified into two types: primary data and secondary data.

1. **Primary Data:**

   - Obtained through the design and distribution of a questionnaire to the research sample, followed by collection, sorting, transcription, and analysis using statistical analysis software like SPSS v20 and appropriate statistical tests. The goal is to derive valuable insights and indicators that support the research topic. The questionnaire was initially designed after reviewing relevant previous studies related to the research topic.

2. **Secondary Data:**

   - Reviewed various articles, books, and academic theses—both paper-based and electronic—related to the research topic, directly or indirectly. These sources assisted us in all stages of the research. In the current study, significant reliance was placed on concepts including work stress, transformational leadership, emotional arousal, ideal impact, individual consideration, and inspirational stimulation. The purpose of using secondary sources in this research is to understand the foundations and proper methods for writing studies, as well as to gain a general understanding of the latest developments in our current research field.

Study Population:

The target research community consists of employees at CILAS Company in Biskra, totaling 640 employees.

Introduction

Study Boundaries

- **Spatial Boundaries**: CILAS Company in Biskra.
- **Temporal Boundaries:** During the second semester of the academic year 2023/2024.

The importance of the study

It can be summarized in the following points:

- An attempt to draw the attention of organizational leaders to the importance of transformational leadership style and the necessity of adopting it within organizations to avoid the risk of excessive pressure.

- Seeking to make this study a starting point for directing greater attention towards the variables of transformational leadership and work stress.

- Attempting to highlight the importance of transformational leadership and its role in reducing work stress within the organization for its sustainability and continuity.
- Directing employees' attention towards the importance of transformational leadership and the necessity of embracing it to reduce work pressures.
- This study may contribute to understanding the nature of the relationship between work stress in the studied company and the extent to which transformational leadership affects reducing work pressures.

The study aims to:

- Understanding the reality of transformational leadership within the studied institution.
- Identifying the contribution of transformational leadership in reducing work pressures.
- Presenting a suitable theoretical framework to elucidate transformational leadership, its dimensions, and work pressure.
- Determining the nature of the relationship between dimensions of transformational leadership and work pressure, and identifying the most impactful dimensions of transformational leadership in reducing work pressure within the studied institution.
- Evaluating the current situation of the study subject in an Algerian institution, along with providing some recommendations and suggestions that may contribute to improving the institution's status.
- Contributing to transitioning scientific research from the internal university environment to the external field.

Study Outline:

-Presenting the study problem with its sub-questions.

-Reviewing prior studies related to transformational leadership and work pressures.

-Introducing the study model, hypotheses, and design.

-Discussing the epistemological positioning and study significance.

Introduction

-Outlining the study plan.

Chapter One:

 -Theoretical overview of the phenomenon under study: transformational leadership.

 -Defining transformational leadership, its characteristics, elements, and dimensions.

Chapter Two:

 -Theoretical exploration of the phenomenon under study: work pressures.

  -Defining work pressures, their dimensions, types, symptoms, effects, and management in organizations.

 -Exploring the relationship between work pressures and transformational leadership.

Chapter Three:

 -Practical aspect focusing on presenting and analyzing the results of the applied study and testing hypotheses.

 -Introduction of the studied company.

 -Presentation of statistical analysis results and hypothesis testing.

- Analysis of the obtained results.

Chapter one: The Theoretical Framework Transformational Leadership

Introduction :

Our world is currently witnessing rapid changes in all fields, including leadership and management of institutions and companies in all their forms. These institutions need to adapt to these rapid changes to maintain their presence in the market and sustain their operations. The topic of leadership is one of the most discussed and debated in the field of management, as the concept of leadership occupies a prominent and important place in administrative, social, and psychological studies. With the increasing challenges and changes facing organizations, it has become imperative for them to adopt modern leadership styles that keep pace with developments in various fields. Among these styles is the transformational leadership style, which focuses on the efforts of individuals and groups towards desired outcomes. This is achieved through the leader's mental and charismatic qualities, which make them a source of inspiration for their subordinates, motivating them to be creative and make appropriate decisions to address crises and adapt to changes. In this chapter, we aim to clarify the impact of transformational leadership on organizational innovation by addressing the following topics:

- **The first section:** The Essence of Transformational Leadership

- **The second section**: Fundamentals of Transformational Leadership

The first section: The Essence of Transformational Leadership
The First subsection: The Concept of Transformational Leadership
Firstly :Origins of Transformational Leadership

The concept of transformational leadership emerged at the end of the 20th century, specifically in 1978, by the American historian and political scientist James MacGregor Burns in his book "Leadership," which many consider the most profound exploration of the subject. However, Robert House had previously written about charismatic leadership in 1976, basing his theory on Max Weber's 1947 theory of individuals possessing special qualities, including ethical values. Burns, after House, revisited Weber's concept and concluded that Weber's charismatic leader is one who works to transform his followers, not by bureaucratic leadership but through ethics, promoting values of freedom, justice, and equality for the greater good. Burns placed the transformational leader at the top of the leadership hierarchy because they work to transform followers into leaders and may even turn leaders into agents of ethics. Research in this area has reached approximately two hundred studies examining the impact of transformational leadership from various perspectives, including its effect on employee satisfaction, organizational success or failure, and its influence on determining organizational policies (Al-Jaroudi, 1900, p. 98).

Secondly: The definition of Transformational Leadership

Researchers have not agreed on a specific definition of transformational leadership due to differing philosophies and perspectives on it. Hence, there are multiple definitions, including:

- According to Burns, transformational leadership is "a process through which the leader and followers seek to elevate each other to the highest levels of motivation and ethics" (Al-Futaih, 2013, p. 16).

- Conger views transformational leadership as "going beyond incentives for desired performance to developing and encouraging followers intellectually and creatively, transforming their self-interests to be an integral part of the organization's overarching mission (Kareem & Khalaf, 2010, p. 24).

- It is also defined as "the leader's ability to clearly convey the organization's message and future vision to followers, motivating them through high ethical behaviors to build trust and respect between the parties to achieve the organization's goals" (Al-Ghazzali, 2012, p. 19).

- Some define transformational leadership as "leadership that focuses on long-term goals while ensuring the construction of a clear vision, motivating and encouraging employees to execute that vision, and simultaneously working to change and modify existing systems to align with this vision" (Khairy, 2013, p. 95).

- Al-Omari also views transformational leadership as "leadership that sets a clear vision for its organizations and works to create entirely new organizational systems that align with future requirements" .

- According to Hassan, transformational leadership (Hassan, 2001, p. 247)

is "a set of abilities that allow for change and the effective achievement of this change."

From these definitions, it can be said that transformational leadership is the extent to which leaders can inspire, motivate, and create a competitive environment among their subordinates to achieve the highest levels of performance and even reach the stage of creativity and innovation.

Thirdly: The Importance of Transformational Leadership

Transformational leadership has garnered significant attention from researchers since the 1980s and has become one of the most famous leadership theories within modern leadership approaches. Researchers have discussed the factors that have made it powerful and important, which can be summarized in four factors (Al-Ghamdi A. b., 2011, p. 21):

- Transformational leadership does not exclusively rely on authority but seeks to delegate power, empower individuals, develop their skills, and enhance their self-confidence. It also works on creating self-reliant groups and teams.

- The qualities of transformational leadership can be developed and improved through training, which has a significant impact on the perceptions, commitments, and performance of subordinates at various levels of the organization. Experiments and scientific studies have shown that well-designed and implemented training programs can improve the effectiveness of managers. Bass says that transformational leadership can be learned and should be the subject of managerial training and development. He also states, "Studies have shown that leaders at various levels can be trained to achieve their own charisma."

- Transformational leadership embodies the idea of "ethical responsibility," which in turn constitutes an effective element in motivating followers to work beyond their personal interests for the good of the group or organization. This idea facilitates the acquisition of cooperative behavior within the organization.

- Transformational leadership can exist in any organization and at various levels and is generally suitable for facing all situations, making it suitable for application in successful organizations and those in need of radical changes.

Some researchers believe that the importance of transformational leadership in an organization becomes evident when facing specific circumstances such as (Hamed & Hassoun, 2010, p. 114):

- Rapidly changing turbulent environments.

- Global competition.

- Unregulated markets.

In these circumstances, its importance lies in motivating and caring for subordinates, pushing them to accomplish tasks, boosting their morale, enhancing their self-capabilities to face these circumstances, and making them willing to make extra efforts to achieve success and the desired goal.

The Second subsection: Dimensions of Transformational Leadership

Bass and Avolio identified four elements of transformational leadership and emphasized that these elements are not limited to the top management level but can be applied at various levels within the organization as follows:

A. Idealized Influence (Charismatic Leadership):

Idealized influence is the behavior that encourages subordinates to view leaders as effective role models in achieving goals. The essence of idealized influence (charisma) lies in creating values that inspire and provide meaning to work for subordinates. The concept of charismatic influence is closely related to charisma and charismatic leadership. Charisma refers to a set of qualities and behaviors that make leaders exemplary role models, admired, trusted, and respected by others. Charismatic leaders have high levels of perseverance, morale, and ethical values that attract everyone around them. They are capable of elevating the values of subordinates by providing an ideal vision and a deep sense of mission, without using official power for personal gain. Thus, they earn the respect, trust, and admiration of others. (Al-Tajani & Shanini, 2019, p. 298).

B. Inspirational Motivation:

Inspiration here refers to the ability to instill movement, awareness, and motivation in individuals. Inspirational leadership is capable of setting goals that may seem challenging to others within an achievable framework. Inspirational leaders usually possess sensitivity and understanding of the environment they work in, as well as understanding the capabilities, needs, and aspirations of others. They can employ this understanding to instill a spirit of work, activity, and positive challenge (Darwish, 2009, p. 109).

Leaders who rely on inspirational motivation have the ability to motivate subordinates to achieve the highest level of performance. Practitioners of inspirational motivation tend to be able to convey a future vision that subordinates can accept and strive for, along with their ability to raise the expectations of subordinates. As a result, they can achieve performance that exceeds planned performance from subordinates (Dobakh, 2018, p. 132).

Transformational leaders inspire and motivate subordinates by providing challenging work and building strong relationships through interactive communications that create cultural bonds between participants and transform the values of both parties into shared values .

Transformational leaders within this dimension entrust their subordinates with new responsibilities and talk to them optimistically about the future. They instill confidence in them that goals will be achieved and that future organizational tasks will be completed. They make subordinates feel valued and trusted, and they make them confident that their leader can overcome obstacles and difficulties and help them face challenges and seize new opportunities (Wadi, 2014, p. 53).

Bass believes that there are a set of tools that the inspirational leader uses to create a shared vision between him and his subordinates, which are:

- Language: It is the integrated form of communication that affects the relationship between the leader and the subordinates.

- Symbols: They are ideas, feelings that form the leader's vision.

- Mental images: It is the impression of the thing in the mind.

C. Intellectual Stimulation (Creative Encouragement):

This refers to the transformational leader's innovation of new ideas that stimulate subordinates to identify problems and encourage them to offer possible solutions in creative ways. They support new models and challenge the performance of work. Transformational leaders identify opportunities, threats, strengths, and weaknesses for the organization and develop (generate) expressions for them. Accordingly, problems are perceived and solutions of high quality are identified and fully implemented by subordinates. Transformational leaders foster creativity and encourage subordinates to think outside the box, promoting innovation and supporting new ideas and alternatives for performing work.

Transformational leaders stimulate new ideas and encourage problem-solving in a creative manner by subordinates and support creative approaches in accomplishing work .

A leader who promotes creative encouragement among subordinates works to foster a spirit of innovation and creativity in the work environment and encourages subordinates to rethink old work methods and enhance creative ideas. The leader promoting creative encouragement does not rely on destructive criticism of subordinates' mistakes to provide more creative solutions to problems. Therefore, by taking subordinates' suggestions into account, the transformational leader can create an atmosphere where members feel safe when presenting new ideas for work. This atmosphere increases the sense of meaning in the work they perform .

d. Individual Consideration (Attention to Individual Feelings):

This entails a set of behaviors through which a leader can give personal attention to each subordinate by recognizing their level of needs and desires and considering individual differences between subordinates when satisfying these needs.

Bass emphasized that attention to individuals is a service, sacrifice, and altruism of transformational leadership so that it does not merely become a controlling authority over these individuals. This leadership works on inspiring them and maintaining constant communication with them, responsible for providing continuous training and education, and offering them various opportunities. Transformational leaders focus on developing their subordinates towards becoming transformational themselves, also emphasizing achievable common goals.

Bride Kirk suggests a set of indicators for individual considerations:

- Recognizing differences between individuals regarding strengths and weaknesses.

- Active listening to subordinates.

- Encouraging subordinates to exchange viewpoints.

- Promoting the idea of self-improvement.

Table 1:the key accompanying traits of transformational leadership dimensions:

"Accompanying Characteristics"	Transformational Leadership Dimensions
• Vision • Respect • Integrity • Trust • Integration • Empowerment •Risk–taking	"**Idealized Influence**"
• Enthusiasm • Vision • Communication • Counseling and persuasion •Commitment to goals	"**Inspirational Motivation**"
• Rationality • Creativity • Problem–solving •Reinforcement	"**Intellectual Stimulation**"
• Personal attention • Active listening • Follow–up • Equality •Empowerment	"**Individual Consideration**"

Source: (Al-Raqb, 2010, p. 19)

The second section: Fundamentals of Transformational Leadership

The leader's goal is always to bring about positive changes in work processes to enhance performance, keeping pace with environmental changes and transforming the organization for the better.

First subsection: The definiont of Transformational Leadership

Transformational leadership can be defined as "the person who raises the level of subordinates for accomplishment, self-development, and who promotes at the same time the process of development and improvement of groups and organizations" (Al-Sakarna, 2010, p. 360).

The transformational leader is also defined as "the inspiring leader who uses his creativity and inspiration to influence his subordinates, speaking to them about how to perform and educating them, using many unconventional means to change the reality that is fraught with errors, attempting to change it through the subordinates" (Al-Talbani, Badeer, & Al-Raqab, 2013, p. 737).

Furthermore, Janes defined the transformational leader as "the person who is capable of guiding and directing subordinates and influencing them to bring about fundamental change not only in the external environment but also in internal operations (Hamed & Hassoun, "Emotional intelligence and its relationship with transformational leadership style: A general study in the Public Cotton Industries Company.", 2010, p. 113).

Bass defined the transformational leader as: "the one who has the ability to motivate workers to perform roles they did not expect they could, who works hard to enhance workers' sense of the importance of the tasks they perform, and who creates an appropriate climate to raise the level of change to its highest level" (Al-Rabiah, 2010, p. 44).

From the above definitions, we can conclude that the transformational leader is the leader who has the ability to influence his subordinates, making individuals sacrifice their self-interest for the higher interest of the organization, changing their perceptions, and helping them see things and problems in new ways.

The primary goal of the transformational leader is to bring about radical change in the organization, as well as in the values and attitudes of the subordinates, making the leader effectively transformational. Burns differentiated between two types of leaders:

A. The Transactional Transformational Leader: This is the leader who works to modify the current attitudes of subordinates resistant to change to align with the principles and values of the organization. Thus, the transactional transformational leader deals only with members and departments opposed to change.

B. The Revolutionary Transformational Leader: This is the leader who works to bring about radical change in the principles, values, and attitudes governing the organization. The revolutionary transformational leader tends to create new ways of thinking and to create a comprehensive movement for changing the current situation entirely.

The difference between the transformational leader and the ordinary leader lies in the points outlined in the following table:

Table2 : Differences Between Traditional and Transformational Leaders

"The transformational leader"	"The ordinary leader"	"Behavioral dimensions"
He struggles to change the current situation.	He prefers to maintain the current situation without any changes.	His relationship and interaction with the current situation
A visionary outlook aspiring for fundamental change in the current situation.	It arises from the existing situation without making fundamental changes.	Future goals
Aiming to align with those who are in a better position and pursuing an ideal vision for achieving excellence beyond the current state.	Imitating others without thinking, and leaning towards them.	The ability to be imitated and emulated by others
Dedicating efforts and igniting enthusiasm and a willingness to take risks.	Reluctance to integrate with others and be convinced by them.	Trust in others
Unconventional usage of experience, surpassing the conventional and the traditional in work methods.	Experience in using available resources and specific frameworks and methods to achieve goals.	Experience
Non-traditional behavioral criteria.	Traditional behavioral standards	Behavior
Strong need for environmental awareness and analysis to change the current situation.	Does not resort to environmental analysis to maintain the current situation.	Environmental sensitivity
High clarity about the future and precise identification of traditional influential methods.	Lack of clarity in goal setting and ambiguity in the use of leadership methods.	Clarity of expression

Personal strength based on experience and admiration of inspirational and heroic qualities by subordinates.	Positional power and personal strength based on experience and social standing.	The foundation of power and its source
Transforming the attitudes of subordinates to support and implement radical changes.	Seeking consensus in opinions and relying on direct orders and instructions.	The relationship between the leader and the subordinates.

Source: (Shuqoura, "The role of transformational leadership in enhancing the social responsibility of private universities in Jordan.", 2013)

The second Subsection: Characteristics of Transformational Leaders

For a transformational leader to effectively manage change and transform their organization for the better, they should possess several characteristics, including the following (Kareem & Khalaf, "The relationship between transformational leadership and administrative creativity among academic department heads at the Islamic University of Gaza.", 2010, p. 27):

1. Visionary Leadership: The transformational leader is capable of creating a vision and message for the organization and delivering this vision in a way that inspires and motivates subordinates to embrace it.

2. Confidence: The transformational leader believes in the necessity of cultural evolution and operates with high confidence and awareness, free from internal conflicts.

3. Visible Presence and Active Engagement: They have a clear presence and actively engage physically. They share the problems of individuals and provide them with appropriate solutions.

4. Ability to Deal with Ambiguity: Transformational leaders can navigate ambiguity and complex situations.

5. Focus on High Productivity: They strive to achieve high productivity levels that exceed expectations.

6. Agents of Change: Transformational leaders are change agents who embrace calculated risks and dislike stagnation that does not lead to development.

Additionally, Techy and Devana identified the following characteristics of transformational leaders in organizations (Al-Azmi, 2006, p. 29):

- Transformational leaders consider themselves change agents, aiming to transform their organizations into desired states.

- They are bold individuals who enjoy adventure and risk-taking and are not hesitant to speak the truth.

- Transformational leaders trust in the capabilities of others and are not authoritarian. They are both strong and sensitive towards others.

- They are lifelong learners who benefit from their mistakes.

- They have the ability to deal with complexity, uncertainty, and doubt.

(Ahmed, 2013, p. 218) sees the characteristics of transformational leaders as follows:

1. Self-Confidence: Referring to the leader's confidence in their opinions and personal abilities, increased self-confidence flows from the leader to subordinates, resulting in absolute trust in the leader.

2. Insight and Vision: The leader distinguishes themselves with keen insight and a visionary outlook on the future and surrounding matters.

3. Desire for Change: Leaders are characterized by their love for change, and their subordinates see them as instruments of change.

4. Sensitivity to Situations: Leaders analyze situations quickly and effectively to identify available opportunities and threats.

5. Sensitivity to Subordinates' Feelings: The leader listens to subordinates, provides support and advice through a systematic approach to communication, meetings, interviews, and encounters.

6. High Ability to Identify and Solve Problems: The leader discusses work problems with subordinates, defines them, presents solutions, and contributes to removing work obstacles and improving performance in the organization.

subsection: Functions of the Transformational Leader

According (Kareem & Khalaf, "The Relationship between Transformational Leadership and Administrative Creativity among Department Heads at the Islamic University of Gaza", 2010, pp. 29-30), the transformational leader performs six main functions:

1. Recognizing the Need for Change: Since the transformational leader advocates change, they persuade people of its necessity and build an intellectual network with influential individuals to support change, dealing with resistance to change on an individual basis because change threatens individuals.

2. Providing a Future Vision: The transformational leader must write and formulate their ambition and message, which will achieve a cultural leap for all.

3. Choosing a Change Model: The transformational leader selects the appropriate change model for their organization from among available models that are expected to prove effective under specific circumstances and are suitable for practical application.

4. Rebuilding the Organizational Culture: The transformational leader adapts prevailing patterns, behaviors, habits, values, and prevailing sentiments among workers to suit the new program because change cannot occur within the prevailing organizational culture no matter how appropriate it may be because the situation is entirely different.

5. Managing the Transition Period: This represents the most difficult task for the transformational leader, as it requires them to dispense with the old and the illusion of its greatness, and to deal with each problem arising from change with an appropriate strategy.

6. Implementing and Monitoring Change: In the final stage, the transformational leader implements change, placing the change agenda into effect and caring for the concerned, hesitant, and hesitant, as perseverance is necessary here to implement change, and we must remember that change is a journey, not a destination.

Additionally, (Badr al-Faleetiya, 2014) identified six functions of the transformational leader:

1. Managing Competition: Involves managing enterprise-related operations, collecting information, and developing the ability to use that information to increase competitive advantage.

2. Supervising Complexity Management: Involves dealing with the multitude of variables at once, regardless of the degree of change, ambiguity, or differing goals.

3. Adapting to Global Trends: To achieve this, the leader must set a future vision with a global orientation at all levels, define the organization's mission to reflect global trends, and change the pattern of values, beliefs, and behaviors to align with global trends.

4. Managing Global Teams: The leader must form teams capable of achieving the required global communication, representing all specialties and managerial levels. Additionally, it is essential to provide the necessary language skills to ensure the organization's successful interaction with global entities.

5. Supervising Crisis Management: By developing capabilities and skills to deal with frequent surprises and making decisions, especially in unstable situations.

6. Overseeing Continuous Education and Training: This is necessary due to the abundance of surprises and changes facing organizations, requiring high ability and skill to deal with them.

The functions of the transformational leader can be illustrated through the following figure:

Figure 3:Functions of the Transformational Leadership
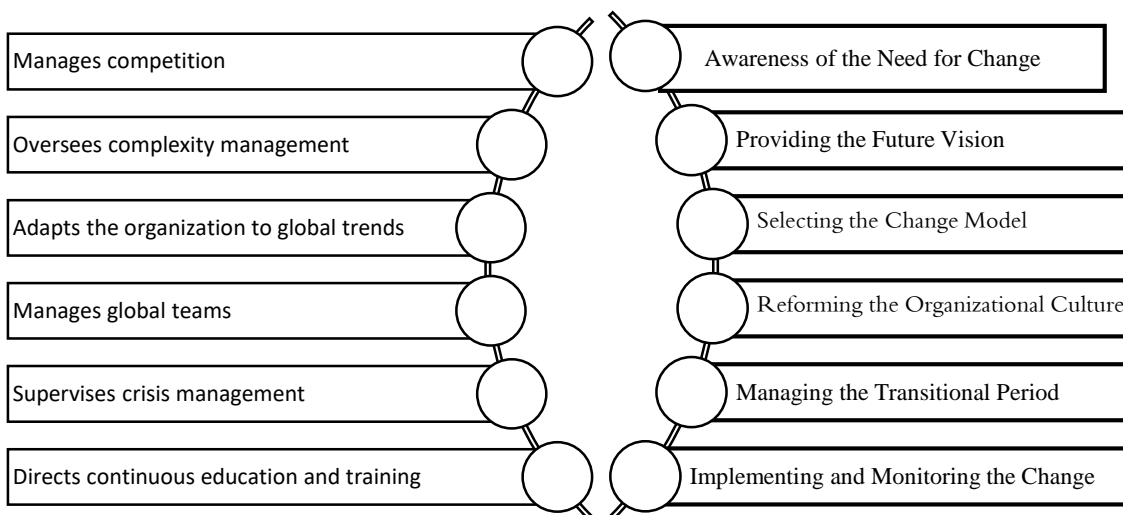
Source: Compiled by The students

Chapter Summary

The chapter discusses Transformational Leadership Theory, which distinguishes leaders who build goal-oriented and motivational relationships with their followers, thereby enhancing their morale, loyalty, and trust.

The chapter addresses the following points:

Concept of Transformational Leadership

Importance of Transformational Leadership

Dimensions of Transformational Leadership

Characteristics of Transformational Leaders.

Functions of the Transformational Leader

The text concludes that transformational leaders are distinguished by their ability to inspire and motivate followers to achieve radical changes in organizations, with a focus on ethics and values to achieve comprehensive success.

Chapter Two: The Theoretical Framework of Work Stress

Chapter Two: The Theoretical Framework of Work Stress

Introduction:

Work stress in our modern era has garnered significant attention from numerous researchers in various fields, including psychology, social sciences, health, and organizational studies. Work stress is considered one of the most critical variables surrounding the organizational environment, posing one of the greatest challenges to contemporary organizations. This is due to its predominantly negative repercussions, affecting both individuals and organizations alike. Consequently, this impacts their performance and limits their ability to achieve organizational goals.

Work stress can lead to both physical and psychological conditions, influencing individuals' behaviors, attitudes, and task performance. Its impact extends to their relationships with supervisors and colleagues and affects other aspects of their lives outside the workplace, directly impacting their health and their relationships with family and others around them. The sources of stress and the variables surrounding an individual's professional life will be explored in this chapter through two sections

Section One: The Essence of Work Stress

Section Two: Fundamentals of Work Stress

. We will discuss the fundamental concepts of work stress, its sources and dimensions, types and stages, as well as its symptoms, effects, measurement methods, and finally, strategies for managing it..

Chapter Two: The Theoretical Framework of Work Stress

The Section One: The Essence of Work Stress

The increasing interest in recent years in the mental health of workers is due to its significant impact on employees' performance and organizations. This has prompted organizations to seek appropriate solutions to create a conducive environment for maintaining the mental health and safety of their employees. One of the most prominent challenges in human resource management is preserving and protecting the human resource from work-related stress and effectively managing it.

This chapter will address several key aspects of the topic, including: the concept of work stress, its sources and dimensions, types, and stages.

Subsection: The Concept of Work Stress

Before delving into the concept of work stress, it is important to define the constituent terms.

Firstly: The Concept of Stress

Despite various writings and concepts surrounding the topic of pressure by mental and physical health professionals, the concept of pressure does not mean the same thing to everyone due to the nature of pressures that are intangible and not easily measurable. The term "pressure" is used to describe the narrow suffering and stress that result from increasing demands imposed on individuals, leading to feelings of frustration and indifference   (Amer & El-Masry, 2017, p.7).

The concept of stress is defined as "a set of external variables that threaten an individual and lead to behavioral disruption." The term does not refer directly to the disturbance itself but rather to the burdens that weigh on an individual, which may consequently lead to behavioral, physical, and psychological disturbances (Hussein, 2001)

Stress can also be viewed as "external forces that impact an individual and result in psychological, physical, and behavioral strain for that individual" (Al-Azzam, 2015, p. . 41)

Grenberg (Year) defines stress as "physiological, psychological, and mental reactions resulting from individuals' responses to environmental tensions, conflicts, and pressures" (Seiji, 2013, p. 25)

Furthermore, stress can be defined as "a collection of interactions between an individual and their environment that lead to negative emotional states such as anxiety and tension" (Baker, 1985, p. 374)

Secondly : the concept of work stress :

The concept of pressure is a term in physics, and in this physical sense, it refers to the forces that affect blood pressure in the body. In the psychological sense, pressure refers to the demands that require individuals to adapt and cooperate to fit in with those around them, and psychological pressures manifest as anxiety, frustration, conflict, strife, and feelings of pain.

As for the term "work pressure," it was only used in the eighteenth century, and it refers to strong effort, stress, and tension experienced by an individual or parts of the body or mental faculties.)Hussein(1997 ،

Since then, researchers have differed in their definitions of work pressure, and defining work pressure has become one of the most important topics facing those interested and researching in this field, in terms of reaching a consensus on the meaning of pressure.

Chapter Two: The Theoretical Framework of Work Stress

Samir Askar defined work stress as "a set of physical and psychological changes that occur in the individual's reactions when facing environmental situations that represent a threat to him."   (
 P 7-66)، 1998،Askar

Brodzinski and others defined work stress as "the interaction between the individual and the environment, resulting in physical and psychological changes that cause deviations in the individual's normal performance." (Brodziniski, J., Scherer, R. And Grayer, K, 1994)

Ivancevich and Matterson (1996) define job pressures as "adaptive responses that vary with individuals calming effect and conditions and events imposed by the requirements of the organization on the individuals working in the organization."   (Matteson, 1996, p. 697)

Baron (1983) defines work stress as "physiological, psychological, and behavioral responses of individuals in situations whose current demands exceed the individual's capacity to cope with them." (Baron, 1993, p. 305)

Szilagy and others (1991) define work stress as "an individual experience that causes psychological disturbance and is caused by external environmental factors, organization, or individual" (Szilagy, 1987, p. 180)

Additionally, the work of Hans Seley (1976) can be studied further, as he identified the psychological and physical human responses to stress in three distinct stages. (Selye, 1976, p. 35)

1. The first stage (Alarm or Alertness): In this stage, the body prepares itself to face the threat or challenge that disrupts it by secreting hormones from the adrenal glands, resulting in increased heart rate, accelerated breathing, and increased blood sugar levels.
2. The second stage (Resistance): After the initial shock, the individual moves into the resistance stage. In this stage, the body attempts to repair any damage or harm resulting from the initial shock. The individual may experience feelings of fatigue, anxiety, and tension during this stage as they try to resist the causes of pressure. If successful in overcoming the problem, the symptoms of pressure subside.
3. The third stage (Exhaustion): This stage appears if the individual is unable to overcome the causes of pressure and continues to suffer from them for a long period. The body's capacity to adapt becomes exhausted and strained, and the body's defense and resistance mechanisms weaken. The individual becomes susceptible to stress-related diseases such as high blood pressure, ulcers, and heart crises. This stage is considered acute and dangerous, posing a threat to both the individual and the organization. The human mind and body have limits to tolerance and resistance. The more frequent the alarms and resistance, the more exhausted the individual becomes in their work and life, increasing their susceptibility to obesity and psychological illnesses. The figure illustrates this

The first stage	The second stage	The third stage
The level is normal for resistance		
Alarm	Resistance	Exhaustion
The body begins to change when stress factors appear, and then resistance decreases	As the pressure factors increase, the resistance increases and rises above the maximum	If the stressful factors continue after a period of resistance, the body begins to become exhausted and the resistance capacity decreases
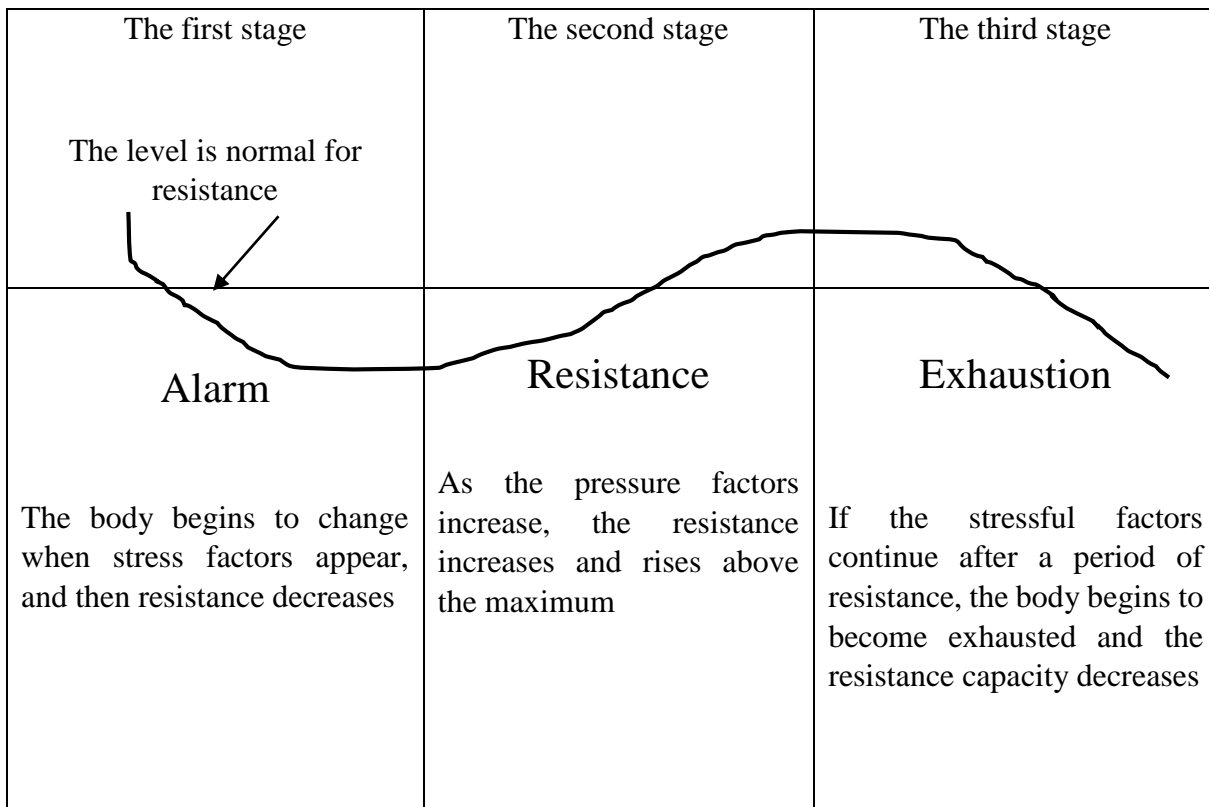
Seley.Hans.1978 the stress of life 2nd ed New York McGrow Hill

Figure 4:shows the general symptoms of adaptation

In summary of the above, we can say that work pressure refers to "responses that occur either functionally or individually due to interactions of several internal or external factors related to the work environment, which can have both negative and positive effects on the individual or the organization they work for".

The second subsection: discusses work stress and some related concepts:
- Stress: This term refers to the consequences of long-term exposure to pressure, leading individuals to feel fatigue, exhaustion, and depletion.
- Crisis: Some researchers equate pressure with crisis to a certain extent. However, pressure differs from crisis in that pressure is a psychological state formed by individuals dealing with stressful situations, while a crisis is a severe situation that can lead to very negative outcomes. Both can deplete an individual's physical and emotional energy (El-Masry, 2017, p. 8)
- Tension: ension is defined as a feeling of unhappiness, irritation, and negative anxiety that appears when an individual faces problems that threaten their happiness and exceed their abilities to solve (Ahmad Ma'an Mahmoud Ayasrah and Marwan Mohammad Bani, 2008, p. 110)
-
-

- Frustration: This is an emotional state experienced by individuals when they encounter an obstacle or barrier preventing them from fulfilling their motives or achieving specific goals they desire. Frustration may be a symptom of pressure.
- Anxiety: It encompasses a set of overlapping symptoms resulting from fear and tension about an anticipated but often unknown danger (Ahmed Dan: A Case Study of Algerian Telecommunications Enterprise., 2019, p. 56)

The third subsection discusses the elements of work pressure:

As a result of the work pressures faced by individuals in their jobs, which vary from one person to another, some pressures may be severe, moderate, or mild, and may be either permanent or temporary. Each individual responds to these pressures according to their personality, coping abilities, and tolerance levels. Common symptoms experienced by individuals include anxiety, insomnia, difficulty adapting, and digestive system problems, as well as high blood pressure. Walsh and Szilagyi have shown that stress is an internal experience that creates a psychological or physiological imbalance for the individual and is the result of factors in the external environment (organization and individual). The key elements of work pressure are:

1. Stimulus Element: Represents the primary stimuli resulting from feelings of pressure, originating from the environment, organization, or individual.

2. Response Element: Represents the physiological, psychological, and behavioral reactions expressed by the individual, such as anxiety, tension, and frustration.

3. Interaction Elements: It is the interaction between the stimulating factors and the responsive factors. Thus, work pressure consists of three elements: stimuli, responses, and interactions, where the individual experiences initial stimuli, followed by physiological, psychological, and behavioral responses, resulting in interaction between stimulating and responsive factors (Meknassi, p. 216)
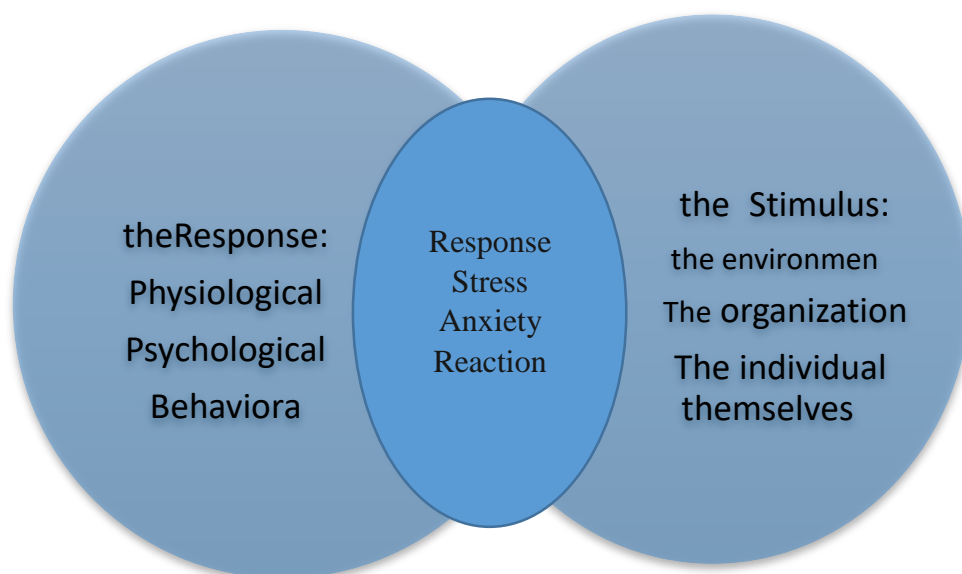
Seley, Hans, (1978) the stress of life (2nd Ed) New York, McGrow Hill

Figure 5:represents the elements and interactions between them

Chapter Two: The Theoretical Framework of Work Stress

The third Subsection: Sources of Work Stress and Their Dimensions
Firstly: Sources of Work Stress

Work stress arises due to various factors present in the work environment, eliciting different reactions from employees. Individuals vary in their responses to work stress based on their personalities. There are various classifications of different sources of work stress. These sources can generally be categorized into three sections: Organizational Sources, Environmental Sources, and Individual Sources.

A. Organizational Sources:

Organizational sources are those associated with the work environment or the work itself. There are many factors that can be sources of pressure affecting individuals, including:

- Difficulty and lack of understanding of the nature of work.

- Conflicting priorities of work demands.

- Exercise of influence and authority by supervisors.

- Lack of supervision over employees' affairs.

- Responsibility towards others.

- Physical work characteristics.

- Job ambiguity.

- Overload of work.

- Dominant work culture and values.

- Organizational structure.

- Poor physical environment.

- Lack of social support at work.

- Limited opportunities for growth and advancement.

- Performance evaluation.

- Job requirements.

Reference*:* (Ghazaleh, 2017, pp. 16-17)

B. Environmental Sources:

Environmental factors impact the level of work stress experienced by employees within the organization, including:

Reference: (Al-Sakat, 2014, p. 22)

1. Economic instability, characterized by fluctuations such as recession or high inflation rates in a country, negatively impacts its population. This is evident through rising prices, increased cost of essential goods, and the availability of consumer products. Consequently, individuals' income levels are affected, leading to feelings of anxiety and tension among the workforce.

2. Technological Advancement and Acceleration: The entry of modern technology and innovations into the workplace has led individuals to feel threatened and under significant pressure due to fear of not mastering their use.

3. Social Changes: New phenomena have emerged in both new and old societies that differ from established values, customs, and traditions, resulting in societal problems such as the spread of addiction and polygamy. This leads individuals to feel pressures that negatively affect their personal and professional lives.

Thirdly: Individual Sources:

There are several personal factors that cause individuals to feel pressure or otherwise, and among the most important of these factors are: (Al-Saqa, 2009, pp. 15-16)

1. Individual Personality Differences as a Cause of Work Stress: While workplace pressures may be similar, individuals' different personalities provide the opportunity for one person to feel pressure while another does not.

2. Variation in Individual Capabilities: Abilities vary from one individual to another, playing a role in differences in experiencing work stress. These capabilities include:

   a) Ability to handle burdensome tasks and responsibilities.

   b) Ability to supervise others and be responsible for material things.

   c) Ability to cope and adapt to stress: Some individuals have the capacity to adapt to work pressures, but they react differently to these pressures.

   d) Individual awareness of stress: Individuals differ in their awareness of stress around them, depending on variations in perceived meanings and their understanding and interpretation.

3. Stressful Life Events: Individuals occasionally experience personal life events that are emotionally and psychologically challenging, and the tension caused by these events can affect their work. Events such as the death or illness of a spouse or child, divorce, or financial market downturns can contribute to increased stress for individuals.

4. Personal Relationships: Establishing personal relationships is often a requirement of job performance; however, these relationships may be exploited, leading to aggression, conflicts, or political maneuvers that burden one party in the relationship. Some relationships may infringe on personal freedom or fail to maintain confidentiality, with relationships either becoming excessively stimulating or leading to isolation and estrangement for the individual.

5. Psychological and Physical State: Any type of stress is typically accompanied by physical and physiological changes. When individuals experience stress, they may perceive its effects on their bodies through visible physical changes and internal physiological alterations Increased heart rate, elevated blood pressure, increased respiratory rate, sweating, dry throat—these are physiological effects of work stress that develop slowly, resulting in physiological, psychological, and behavioral disturbances.

Chapter Two: The Theoretical Framework of Work Stress

Secondly: Dimensions of Work Stress:

Numerous studies have addressed the topic of work stress, and with this multitude of studies comes a variety of dimensions of work stress. Despite their abundance, we will focus on four dimensions in our study: role ambiguity, role conflict, nature of work, and role overload, given their importance and relevance to our topic.

First: Role Ambiguity

The term "role ambiguity" refers to the lack of clarity about job elements and not knowing what is expected to be performed, as well as lacking the information needed to fulfill one's role in the organization, such as information about authority boundaries, responsibilities, organizational policies, performance evaluation methods, and others. This leads to confusion for the individual in their work, causing feelings of psychological pressure, dissatisfaction with work, and a tendency to consider leaving. (Jawad, 2020, p. 431)

This situation occurs for individuals in the workplace when they do not have sufficient and clear information to enable effective performance of their work. In such cases, individuals may not be fully aware of work objectives or the procedures followed, or they may be unsure about the scope and responsibilities associated with their work. Additionally, ambiguity and uncertainty can arise for the individual when they are deprived of feedback that shows the results of their performance and its consequences. In some cases, individuals receive feedback that only highlights their mistakes without acknowledging their strengths, which becomes a source of pressure for them.

Research has shown that role ambiguity is more prevalent in managerial positions than in non-managerial positions. Role ambiguity can also occur in non-managerial positions when a manager fails to allocate sufficient time to clarify the expected role requirements for subordinates and leaves them uncertain about how to perform their work. Studies have demonstrated that individuals do not respond in the same way to role ambiguity; some have a high capacity to tolerate ambiguity and are less affected by work pressures, while others do not have the same ability to tolerate and confront ambiguity and, consequently, work pressures. (Abu Bakr, 2004, pp. 137-138)

Secondly: Role Conflict:

Role conflict refers to the conflicting demands of work that individuals are expected to fulfill. In some organizations, individuals may find themselves in an environment that creates discomfort due to conflicting demands placed upon them, ultimately leading to their failure or inability to meet these demands, either partially or entirely. Role conflict can take several forms within organizations, including:

1. Conflict in work demands in terms of priorities: Often, certain employees, particularly middle managers, find themselves in a dilemma where they need to complete tasks dictated by their daily roles and responsibilities while also addressing tasks They are tasked by their superiors and expected to accomplish them immediately, which can put managers in an awkward position due to conflicting demands from upper management versus supervisory or executive demands.

2. Conflict between individual needs and organizational requirements: This conflict, as Argyris suggests, occurs in organizations that strive to strictly implement formal procedures or formulas in their transactions, while individuals prefer informal approaches in their work.

3. Conflict between colleagues' demands and organizational instructions: This situation often arises for new employees who may find themselves torn between adhering to the instructions and directives of the organization or department they work for, which require precise adherence to their tasks and responsibilities outlined in their job description, and fulfilling the requests of colleagues to assist another department, which may involve deviating from their assigned tasks and duties.

4. Conflict between individual values and organizational values: Values typically represent what is right or wrong, important or unimportant to an individual or organization. Often, conflicts in values pose a problem, one of the major challenges facing organizations, that disrupts the alignment of individuals with its objectives and environment, thereby impeding the organization's ability to achieve its goals (Al-Hijan, 1998, pp. 176-177)

Thirdly: Role Overload

By role overload, we refer to the accumulation of duties and tasks assigned to an individual for performance, which may be more than what is expected. Individuals might perceive these tasks as overwhelming, believing they are unable to cope or produce with the quantity and quality of work assigned to them. Increased workload is a major factor contributing to work pressure due to its consequences, such as increased errors and negative health impacts on workers.

Conversely, task underload indicates a scarcity of duties and tasks performed by employees, with insufficient work for those who possess enthusiasm, capability, and capacity for performance. This situation can lead to stress due to feelings of boredom and slow workdays. A lack of challenging work can make employees feel mentally and emotionally unstable. In contrast, an excessive workload results in suffering and decreased performance and productivity, leading to stress and fatigue.

Surveys have shown that work overload is the primary source of pressure among all other sources of stress. Although both types represent work overload, task underload may not lead individuals to the level of stress and fatigue since they can invest their energy in other activities. Task overload refers to individuals feeling that the skills required for a particular performance exceed their capabilities, especially when they realize they have abilities and potential beyond the work they are engaged in. (Shaalan, Hadeel Kazem Saeed and Adi Hussein, 2018, pp. 167-168)

Fourth: Nature of Work:

Jobs differ based on the nature of the work involved. Some jobs experience more work pressure than others, such as jobs that require making important decisions under uncertainty, those with little control and supervision, or jobs where the individual cannot execute assigned tasks even if they possess high personal skills. (Jawad, 2020, p. 431)

The nature of work gives rise to different forms of pressure. Certain tasks inherently cause pressure, like firefighters and surgeons compared to other jobs such as accounting. Comparisons were made among various jobs regarding the level of pressure experienced by their occupants using criteria like overtime, environmental and physical requirements, level of risk, and more. The main reasons that make a specific job more stressful than others include:

a) The risk involved in the job's decision-making, such as military leaders responsible for thousands of lives, especially during wartime.
b) The need for high alertness and continuous focus, required by certain jobs like air traffic controllers, who concentrate heavily on radar during monitoring.
c) The need for frequent information exchange with others.
d) Difficulty of working conditions, like working in darkness or in an unclean environment.
e) Non-routine duties, such as jobs requiring intellectual effort like writers of stories or novels, and some jobs involving interaction with the public. Such jobs entail difficulties and hardships in meeting demands. (Al-Halabi, 2011, p. 14)

The complexity of work and the specific skills and capabilities required for certain tasks contribute to this source of pressure. When the meaning of work has a significant impact on individuals, they are more willing to work long hours, and therefore, they do not succumb easily or quickly to work pressures. Conversely, the concepts of empowerment and independence enable individuals to enhance their efficiency, impacting their levels of self-motivation.Despite the significant societal benefits of advanced technology, many individuals, in particular, experience intense pressure due to technological circumstances. Employees receive vast amounts of electronic mail, text messages, phone calls, and voice messages, enabling them to accomplish work anytime and anywhere. However, this makes it difficult to draw clear mental and psychological boundaries between work and home life, especially given the prevalence of virtual organizational structures.The variety of tasks and responsibilities assigned to individuals, along with the importance attached to their work and the nature of performance evaluation feedback, can create pressures that negatively impact job performance (Shaalan, Hadeel Kazem Saeed and Adi Hussein, 2018, p. 169)

The third Subsection: Types of Work stress and their Stages
Firstly: Types of Work stress
Work stress come in various types and forms, each with its own characteristics and specifications. The following are types of work stress (Kharour, 2011, pp. 47-50):

1. In terms of necessity and harm:

Work stress has a unique nature, with varying effects, not all of which are harmful. Some may be necessary and beneficial, while others are harmful. Based on this, work stress can be evaluated into two types:

a) Necessary and benign work stress: This is pressure required by the nature of the work. Many tasks require a certain level of pressure from leaders to maintain vitality, motivation, and to prevent any complacency or slackness among workers. This pressure must be within the actual requirements of the work; otherwise, it becomes harmful and exhausting for the workers.

b) Harmful and detrimental work stress: This includes other types of pressures that negatively affect workers' behavior, leading to various damages and symptoms such as loss of work interest, absenteeism, growing feelings of frustration, depression, anxiety, and dissonance.

2. In terms of the stage reached by the stress:

Work stress progresses through successive and cyclical stages until it completes its impact. Mohsen Ahmed Al-Khudeir identifies five stages in the life cycle of stress:

a) stress development stage: This marks the initial appearance of stress symptoms in an indirect form that may seem insignificant to the worker.

b) stress growth stage: The stress gains control over the worker, dominating their thoughts and emotions.

c) Maturity stage: Here, the pressure becomes greater than the worker's resistance, leaving the worker no choice but to respond.

d) Retraction and contraction stage.

e) Disappearance stage: The stress ends or transforms into new areas.

Thirdly: in terms of the scope and extent of pressure:

From this perspective, work stress are considered from a top-down view that deals with the magnitude and breadth of pressure dimensions within the organization. Based on this perspective, pressures are classified into two types:

1. Comprehensive or Total stress: This type of stress dominates all aspects of employees' concerns and controls all factors within the organization, making the response to it a risky venture.

2. Partial or Subsidiary stress: This stress is primarily linked to the interests of a specific group or groups within the organization, where their interests collide and conflict with others.

Fourthly, in terms of the severity and intensity of stress:

According to this basis, work pressures can be divided into three types:

.1Intense and Overwhelming stress: Typically, these are structural pressures associated with the organization's framework, representing long-term pressures linked to the organization's growth, expansion, and sustainability strategies.

Chapter Two: The Theoretical Framework of Work Stress

.2Moderate stress: Usually related to the organization's policies and regulations, these pressures govern work within the establishment and result in interconnected impacts that weigh heavily on employees for medium-term durations, although less impactful than the first type.

.3Subtle Situational stress: These are related to momentary and daily situations within the organization, arising from daily transactions, interpersonal conflicts, and relationships with supervisors, colleagues, and superiors. These short-term pressures are characterized by immediacy, appearing suddenly and fading quickly, lacking continuity.

Fifthly, in terms of the nature of work stress:

According to this basis, work stress can be classified into four types:

    a. Material Pressures: Primarily related to material benefits that employees seek, such as wages, salaries, incentives, and bonuses.

    b. Psychological Pressures: Linked to the psychological and emotional aspects of employees, such as pressures arising from conflicts, misunderstandings, or underappreciation.

    c. Behavioral Pressures: Mainly associated with the constraints imposed on employees' behavior within the organization and their movement in terms of their ability to follow orders.

    d. Functional Pressures: Primarily related to job considerations, the tasks performed, activities undertaken, and the associated goals and objectives that employees strive to achieve. These pressures are also linked to the organizational structure of the institution, the position of the job, and its importance compared to other positions.

Sixthly, in terms of the sources of work stress:

Work stress vary depending on their diverse sources, and according to this basis, work pressures can stem from three primary sources: (Abu Fans, 2020, p. 29)

1. Internal Source of Pressure: Originating from within the organization, this source includes pressures arising from employees, the work system, and the internal regulations and systems of the institution.

2. External Source of Pressure: This relates to the external environment surrounding the institution, including various organizations and institutions within the community. These entities impose restrictions and regulations that influence the institution. These pressures are not imposed directly by the institution but rather by external demands and requirements

3. Self-Generated Pressure Source : This is one of the most dangerous sources of pressure, as it is directly related to the individual themselves as the source of work pressure. Within the individual, motivations, attitudes, impulses, and needs emerge, along with desires and goals that grow internally. All of these factors influence their ambitions and aspirations, generating pressures that impact their behaviors. These pressures originate from internal sources within the depths of oneself. It is up to the individual to control their emotions and adapt their desires, goals, and ambitions to what is available and feasible for them. This enables them to absorb and cope with this type of pressure, living in harmony with their constantly evolving internal and external environments.

Second Branch: Stages of Work Pressure:

An individual goes through four stages when exposed to stressful situations:

1. Stage of Exposure to Pressure: This is known as the early warning stage or the stage of sensing danger. It begins when the individual is exposed to a specific stimulus, whether internal or external. This stimulus can lead to the occurrence of certain pressures. Some important signs indicating exposure to pressure include:

   - Increased heart rate

   - Insomnia

   - Nervous tension

   - Hysterical laughter

   - Time mismanagement

   - Proneness to accidents

   - Sensitivity to criticism

Secondly: Reaction Stage (Dealing with Pressure):

This stage begins immediately after the aforementioned changes occur, triggering defensive processes in the body in an attempt to cope with these changes. The reaction takes one of two directions: either confrontation, attempting to overcome the pressure, or escape and quickly get rid of it. By doing so, the individual returns to a state of equilibrium. If unsuccessful, they move on to the next stage where they have already been exposed to or affected by the pressure (Maknass, 2007, p. 78)

Thirdly: Stage of Resistance:

This stage occurs when stressful situations persist for a long duration, where the individual resists the situation and the alarm response diminishes. Resistance to these situations occurs through increased activity of the hypothalamus-pituitary-adrenal (HPA) axis, leading to increased secretion of hormones such as cortisol, norepinephrine, and adrenaline. These hormones help the organism adapt to the situation. It has been found that the organs affected during this stage include the heart and blood vessels, airways, stomach, kidneys, bones, muscles, skin, glands, and eyes. This stage is characterized by This stage is characterized by reduced concentration, lack of mental clarity, and consequently, compromised decision-making ability. This inability to effectively control various situational changes ultimately leads to the collapse of resistance and the emergence of another set of negative problems and symptoms.

Fourth Stage: Exhaustion

This stage is the final phase and occurs when the individual cannot cope with the causes of pressure. At this point, the body's adaptive energy becomes depleted and strained, leading to a weakening of defense mechanisms and resistance. The individual becomes susceptible to stress-related diseases such as stomach ulcers, epilepsy, high blood pressure, and arteriosclerosis. This stage is acute and linear, posing a threat to both the individual and the organization. The human mind and body have limits to endurance and resilience, and with increased frequency of alarms and resistance, the individual becomes more fatigued and exhausted in their work and life, making them more prone to accompanying diseases and conditions. (Al-Mulhim, 2007, pp. 35-36)

The second section: Fundamentals of Work stress

Work stress has become a characteristic of the modern era, with some researchers referring to it as "the silent killer." Many organizations are experiencing increased work pressures among their employees, and it has been established that its persistence leaves negative effects on their mental and physical health, consequently affecting their job performance. This necessitates managing and addressing it to alleviate its severity.

The First subsection :Symptoms and Effects of Work stress

Firstly: Symptoms of Work stress

Work pressure results in a range of organic, psychological, and even behavioral symptoms:

1. Organic Symptoms include: (Hani, 2023-2022, p. 29)

    - Irregular heartbeat.

    - Shortness of breath.

    - Restlessness, nail-biting, foot tapping, hand tremors.

    - Fatigue, lethargy, difficulty sleeping, headaches, frequent colds.

    - Overeating or loss of appetite, increased smoking.

    - Shoulder hunching, muscle aches, muscle tension.

    - Dry mouth, stomach disturbances.

2. Psychological Symptoms include: (Hani, 2023-2022, p. 29)

    - Feelings of boredom, anxiety, sadness, and a desire to cry.

    - Feelings of despair, frustration, and inability to cope.

    - Loss of joy, quick temper, aggressiveness.

    - Inability to innovate, procrastination without valid reasons.

    - Quick susceptibility and feeling neglected by others.

    - Inflexibility in dealing with situations, irrationality, and reduced efficiency and productivity.

    - Being prone to mistakes and accidents frequently.

Behavioral Symptoms: (Al-Essa, 2019, p. 41)

Behavioral symptoms reflect the various physiological and psychological effects of stress, differing from one individual to another based on personality, the specific stress-inducing situation, and other environmental factors. However, possible symptoms as a reaction to stress can include:

- Aggressive behavior in interactions: Some individuals, when under pressure, may become aggressive towards everyone—friends, colleagues, family, and supervisors—leading to further stress and problems.
- Increased smoking rates (for smokers) or initiation of smoking and substance/alcohol use.
- Violation of regulations: Many pressures can lead to law violations, especially psychological pressures like frustration.
- Eating and drinking habits: Stress can impact an individual's eating habits, either by loss of appetite or increased consumption.
- Sleep disturbances: Sleep is highly sensitive to emotional disturbances like stress, leading to sleep-related disorders such as insomnia, nightmares, and daytime drowsiness.

Abu Rahma, (Abu Rahma, 2012, p. 25) adds the following symptoms of work stress:

- Coming late to work.

- Absenteeism and lack of punctuality.

- Negligence.

- Making mistakes at work.

- Making unsound decisions.

- Resisting change.

- High turnover rate.

- Increased complaints.

- Decreased quantity and quality of work.

Second Branch: The Effects of Work Stress

Work stress is often considered a negative term, with its causes perceived as unfavorable. However, there are positive aspects where stress can result from good things, such as an employee meeting with their supervisor at work to enhance job opportunities or to expand to a different location.

However, there are certain levels of pressure known as positive stress, which is a vital part of individual life as it activates and motivates individuals to achieve their goals.

Some level of pressure in the workplace is normal, but when these pressures become excessive and exceed normal levels, they can have negative effects on physical and mental health, as well as on productivity. The ability to manage these pressures can mean the difference between success and failure. Several researchers believe that work stress has both positive and negative effects (Mohammed Ali Shafaa and Wisam Ibrahim Musa, 2015, p. 141).

First: Positive Effects (Al-Maashar., 2009, p. 29)

- Increasing the sense of satisfaction, trust, and morale among employees, leading to stability in work and enhancing their outstanding performance despite the pressures they face.

- Addressing problems faced by employees in a timely manner to accomplish work with high efficiency, facing and overcoming challenges as pressures drive the resolution of these issues.

- Through pressures faced by employees in organizations, their abilities and outstanding competencies are discovered. By confronting work-related challenges, the capacities and professional levels of these employees become apparent.

- Assisting in strengthening social relationships among employees by helping each other face pressures and challenges.

- Stimulating strong motivation among individuals in work by engaging in work and fulfilling their requirements to achieve self-actualization, as well as developing their knowledge.

- Increasing the practical skills of employees and enhancing their efficiency in performing assigned tasks.

- Developing communication among employees in the organization, where work pressures require increased communication channels and effective utilization to address those pressures and achieve organizational goals.

- Discovering outstanding capabilities and competencies among employees in various organizations through facing work pressures. Multiple work challenges must be confronted to achieve organizational objectives, and through confronting these challenges, individuals' capacities, competencies, and professional and scientific levels become apparent through different practical situations

Secondly: Negative Effects:

These negative effects can be divided into two categories:

Chapter Two: The Theoretical Framework of Work Stress

1. Effects of Work Pressure on the Individual: Exposure to acute or chronic work pressure manifests in several ways and can have significant impacts on a person's health and behavior. These effects can be summarized as follows:

A. Physiological Effects: Several studies have shown a strong relationship between stress and physiological disorders. Medical research reveals that more than 50% of illnesses are linked to stress, including heart attacks, high blood pressure, stomach ulcers, asthma, migraines, back pain, and arthritis.

B. Psychological Effects: It is noteworthy that there is more focus on the physiological outcomes of stress than on its psychological impact. However, it can be said that high levels of stress are often accompanied by frustration, anxiety, depression, anger, irritability, boredom, and feelings of insignificance. These conditions affect the individual's mood and emotional state, weaken the ability to concentrate at work and make decisions, and lead to dissatisfaction. These effects undoubtedly reflect on the organization, especially when experienced by management personnel due to their social influence on other employees in the organization.

C. Behavioral Effects: These effects are more apparent than the psychological and physiological outcomes, aiding in the analysis of the impact of work-related pressures on performance. Among these outcomes are decreased loyalty among employees, absenteeism, tardiness, job dissatisfaction, excessive smoking, drug and alcohol use, insomnia, oversleeping, loss of appetite or overeating, quitting work, absentmindedness, and aggression towards others (Al-Mulhim, 2007, p. 44)

The effects of pressure on the organization include the following (Abu Rahma, 2012, p. 31):

- Increased financial costs.
- Job dissatisfaction.
- Decreased productivity and quality.
- Discontent with the work environment and lowered morale.
- Difficulty focusing on work and increased workplace accidents and injuries.
- Absenteeism and tardiness.
- Increased complaints and grievances.
- Inaccuracy in decision-making.
- Poor relationships among organization members.
- Communication breakdown due to role ambiguity and distorted information.
- Job turnover.
- Feelings of failure.
- Waste of employees' energy.
- Weakened organization unable to achieve its goals and mission, hindering progress and development.

- Creating a negative impression of the organization among external parties.

The second subsection : measurement and management.work stress
first: Measurement of Work stress and How to Manage It

Branch One: Measurement of Work Pressure (Ahmad Ma'an Mahmoud Ayasrah and Marwan Mohammad Bani, 2008, p. 115)

Measuring work stress faces significant challenges due to variations in the approaches used by researchers in studying it. Some of these methods can be highlighted as follows:

1. Perception of Individual Pressure: This is done by directly asking individuals about their perception of pressure. This method was used by Burk and Richardsen in their study of pressure on doctors in Canada using the phrase "How much stress does your medical profession cause you?" Researchers were asked to respond to this statement on a five-point scale.

2. Measurement of Sources of stress: Priest, Wolf, Coyne, Snook, and Rosenshawl developed a scale of work pressure causes consisting of fifteen items. This scale served as the foundation for many studies, either through its use or its development. Below is one item from this scale:

Feeling that you have little authority to carry out the responsibilities and burdens placed on you

Never	Rarely	Sometimes	Often	Always

Most studies have relied on measuring the sources of stress, including workload, role ambiguity, and role conflict.

Thirdly, measuring stress through its symptoms has garnered interest from researchers, as these symptoms are considered important indicators of stress levels. Scales have been developed to measure these stress-related manifestations, both psychological and physical. Examples include Patchen's Psychological Symptoms of Stress scale and House and Rizzo's Anxiety and Stress Symptoms scale.

The second branch concerns the management of work stress within an organization, which is crucial for all individuals within the institution. This management is not limited to simply addressing stress but can also involve stimulating it to a certain degree within the organization to leverage it for achieving organizational goals (Kivimaki., 2015) and positive outcomes (Qadour, 2017, p. 297)

First: Organizational Means:

Work-related pressures arising from the organization can be alleviated and addressed through the following actions:

-Analyzing individuals' roles and clarifying them.

-Reviewing business design to enrich tasks.

-Providing a supportive organizational climate.

-Fostering positive social relationships among individuals.

-Planning and developing career paths and job grades.

-Offering educational, training, and counseling programs to help individuals cope with work pressures.

-Providing psychological counseling to improve individuals' mental health and well-being.

Second: Individual Means:

Pressures stemming from an individual's own psyche and behavior can be addressed through:

-Relaxation techniques to reduce stress and heart rate.

- Meditation, which involves clearing the mind and mental relaxation by distancing oneself from stress-inducing factors.

Here is the translated text:

Humor and laughter help in managing stress, providing biofeedback, using electronic devices to train individuals and increase their resilience to cope with any changes that occur in the body, self-regulating behavior, and cognitive restructuring. This encourages individuals to understand that failure at work does not equate to overall failure. Building networks also helps in strengthening relationships with colleagues at work.

The level of work stress on managers can be reduced through:

1. Personal development for managers: By fostering positive self-esteem, boosting their confidence, accepting criticism, avoiding defensive behavior, which helps in reducing their stress levels.

2. Conflict management: Dealing with conflicts in a healthy manner and using personal strength without upsetting others through positive expression of feelings and ideas.

3. Medical means: Understanding the health condition of managers through medical examinations helps identify the causes of stress and work towards treatment and prevention.

4. Biofeedback nutrition: The biological systems of managers are exposed using computers and perceived by the senses, then adjustments are made, such as regulating heartbeats and brainwaves.

5. Enhancing the ability to satisfy needs among managers: This is based on Maslow's hierarchy, aligning the organization's activities with individual capabilities of employees,

satisfying their needs, and achieving desired goals through hard work and improving performance to alleviate work stress.

6. Reinforcement: There are several methods to improve the incentive system for individuals, including supporting social needs, involving them in planning and decision-making, promoting teamwork spirit, all of which support reinforcement in individuals to exert maximum effort to maintain the desired image of themselves (Mechali, 2016, p. 311)

The third subsection : The relationship of transformational leadership dimensions to work stress:
Inspirational Vision:

According to Bass and Avolio (1994), transformational leaders, through directing the team towards a shared vision and igniting enthusiasm, can reduce the pressure on employees. The leader motivates individuals and reinforces their belief in the organization's goals, potentially creating a more positive and stable work environment)Bruce J. Avolio(121-112 الصفحات ،1994 ،

Individualized Consideration

As per Podsakoff et al. (1990), when a leader interacts with each individual personally and provides necessary support and guidance, it can alleviate the pressure on employees. They feel valued and supported in facing challenges, potentially leading to increased satisfaction and productivity (Podsakoff, P. M., MacKenzie, S. B., Moorman, R. H., & Fetter, R., 1990)

Idealized Influenc

Yukl (1999) suggests that transformational leaders, through their positive influence on the team and being a positive role model, can contribute to reducing the pressure on employees. They foster trust and effective communication, creating a motivating and comfortable work environment (Yukl, 1999)

Intellectual Stimulation

According to Piccolo and Colquitt (2006), by stimulating creativity and critical thinking within the team, transformational leaders can reduce the pressure on employees. They provide opportunities for challenge and growth, promoting satisfaction and performance in the workplace (Piccolo, R. F. ‹& Colquitt, J. A, 2006)

Chapter Two: The Theoretical Framework of Work Stress

Chapter Summary:

In this chapter, the theoretical framework of work stress and its relationship to the mismatch between job requirements, individual capabilities, and aspirations was emphasized. The chapter covered fundamental concepts of work pressure, its sources, main dimensions, and types, as well as elucidated its stages.

Regarding the first topic, the chapter provided a comprehensive view of the concept of work stress and how it is defined, including its sources and various types.

As for the second topic, the focus was on presenting the symptoms of work stress, its effects on individuals and organizations, as well as methods for effectively measuring and managing these pressures in the organizational environment.

In conclusion, it was inferred that work stress constitute a strong source of psychological and health stress for individuals during task performance. The relationship between work stress and transformational leadership was highlighted, as these stress can impact both individual performance and overall organizational performance

Third chapter:The applied framework of the stud

Third chapter: The applied framework of the stud

Introduction:

After reviewing the key theoretical concepts of transformational leadership and work stress, we will attempt to support this study with an applied aspect by applying the theoretical findings to CILAS Company for Cement – Biskra Municipality.

This will be done by addressing the following sections:

Section One:

Entitled "General Presentation of CILAS Company for Cement – Biskra Municipality," followed by the organizational structure of CILAS Company for Cement n Biskra.

Section Two:

Entitled "Methodological Framework of the Research," where we first discuss the research population and sample and provide a statistical description of their personal characteristics. Then, we cover the sources and methods of data and information collection, as well as the statistical methods used. This is followed by the reliability and validity of the research tool (the Inquiry) and finally, the normal distribution test.

Section Three:

Entitled "Presentation and Analysis of Study Results and Hypothesis Testing," where we analyze the items of the transformational leadership axis, analyze the items of the work stress axis, and test and interpret the main hypothesis and the sub-hypotheses.

Third chapter: The applied framework of the stud

Section One: CILAS Company for Cement – Biskra

1. **Activity:** The Biskra Cement Plant commenced operations in July 2016 with an annual capacity of 2.7 million tons. It is located 400 kilometers from the capital city of Algiers and serves the cement market in southern Algeria. This plant is the newest facility constructed by LafargeHolcim and is managed by CILAS, with 51% ownership by Sococim Frères, a private Algerian industrial group, and 49% by LafargeHolcim, in accordance with Algeria's foreign investment regulations (49/51 rule). The investment value amounts to 35 billion Algerian dinars to supply the cement market in southern Algeria. The plant was built in 21 months and has demonstrated excellent health and safety performance, with 5 million work hours without accidents.

This cement plant benefits from advanced production technologies with a strong focus on environmental considerations:

- Grinding operations utilize the largest vertical crusher in the world to better serve customers.

- Energy efficiency is significantly improved compared to traditional cement manufacturing and complete discharge:

    - 20% reduction in gas consumption due to pre-production calcination tower.

    - 35% reduction in electricity consumption due to the use of vertical crushers.

- Reduction of environmental footprint (pollution, noise, and dust).

- The plant design prioritizes employee health and safety.

2. **Location:** The cement plant is situated in Hammam Sidi Ali Hadj, in the municipality of Djemorah, approximately 10 kilometers from Biskra city.

3. **Vision:** To be the premier cement plant serving the southern Algerian market.

4. **Operational Strategy:** Emphasis on operational excellence across the entire value chain:

- Production of 2.7 million metric tons annually in bulk and packaged formats.

- Logistics focus on customer convenience: bulk and bagged deliveries on mobile platforms to reduce costs and meet final delivery schedules, creating shared value for stakeholders.

5. **Customer-Centric Approach:**

- The customer is the reason for our existence, adapting widely to market demands.

- Regional impact in the eastern and southern regions.

- Service quality and transportation via railways.

- Support for loading on mobile platforms, technical assistance network for customers.

Third chapter: The applied framework of the stud

Structure Overview:

- Performance: Encouraging manufacturing performance improvements through process and product analysis.

- Customer Support: Ensuring all procedures for loading final products are in place.

- Production: Ensuring production, packaging, and loading of final products meet customer needs in terms of quantity, quality, and timely delivery.

- Administrative Control: Leading the digitalization process in manufacturing to ensure data reliability and production efficiency over time.

- Maintenance: Ensuring optimal equipment availability in the short, medium, and long term.

- Quality: Implementing product quality plans in collaboration with production management and ensuring product compliance at all manufacturing stages.

- Stakeholders: Identifying organization strategies and plans concerning sustainable local development or broader sectoral interests (environment, education, etc.).

- Health and Safety: Ensuring regulatory compliance and excellence in health and safety across short, medium, and long-term operations.

- Human Resources: Ensuring the organization has the necessary workforce and that these employees strive to improve performance.

- Safety: Preserving the security and safety of the plant, infrastructure, customers, and visitors inside and outside the facility

Organizational Structure:

.The figure number 9O

Figure 6:organizational Structure:

Section Two: Methodological Framework of the Research

The objective of conducting the field study is to present an analytical review of the impact of transformational leadership on reducing work stress, in order to understand the degree of variation in the impact of transformational leadership dimensions on work stress.

The first subsection: Research Population and Sample and Their Statistical Description According to Personal Characteristics
1. Research Population and Sample:

The research population consists of the employees working at Cilas Company in Biskra Province, including workers, and employees. The study population amounted to (250.) employees, according to 2024 data. A random sample of (60) employees was used to complement the theoretical aspect of our study and to determine the extent of the alignment between the theoretical aspect and practical reality. Therefore, we distributed questionnaires to the employees through field visits and retrieved (33) questionnaires. After examining and analyzing them, it was found that the number of questionnaires valid for analysis was (30) questionnaires.

2. Statistical Description of the Research Sample According to Personal and Functional Characteristics:

Below, we will address the study of the characteristics of the research population and sample according to personal and functional variables.

Table 3:Distribution of study sample members according to personal and functional variables

Variable	Variable Categories	Frequency	Percentage
Gender	Female	8	26,7
	Male	22	73,3
	the total	30	100
Age	Less than 25 years old	0	0
	25 to less than 35 years old	1	3.3
	35 to less than 45 years old	27	90
	45 years old and above	2	6.7
	the total	30	100
	Elementary	0	0

Academic Qualification	Secondary	0	0
	Intermediate	0	0
	Bachelor's Degree	25	83.3
	Master's Degree	5	16.7
	Doctorate	0	0
	the total	30	100
1. Years of experience:	Less than 5 years	0	0
	5to less than 10 years	0	0
	10to less than 15 years	30	100
	15 years and above	0	0
	the total	30	100

Source: Prepared by the students based on the outputs of the SPSS program. v25

From the table we see the following:

- **Gender variable**: The table shows us that there are large differences between the percentages of males and females, as the highest percentage was estimated at (73.3%) for males, followed by the percentage of females (26.7%). This is due to the nature of the work within the institution within the positions held More compatible with men.
- **Age variable**: It is clear from the table above that most of the sample members are between the ages of (35 to 45 years) ,(%90) .while the percentage of (6.7%) are older than (45 years or older), and we find that the percentage of (3.3%) is for those aged(Between 25 and 35) years old, which indicates that the body of the institution under study cares With more young talent
- **Academic qualification variable**: We find that the majority of the sample members hold a master's degree and a bachelor's degree, with percentages of (83.3%) and (16.7%), respectively, and this is due to the requirements of the positions
- **Years of experience variable:** When examining the years of experience of the sample of respondents, we find that a percentage of 100 represents those with 10 to 15 years of experience, and this is an indication of permanent reliance on employment.

The second subsection: Sources and methods of collecting data and information and the statistical methods used
1. Sources and methods of collecting data and information

The questionnaire serves as the primary source for data and information collection for this study. It was initially designed after reviewing previous studies related to the study topic. The preparation of the questionnaire was carried out as follows:

-Preparing a preliminary questionnaire to be used for data and information collection.

-Presenting the questionnaire to the supervisor to assess its suitability for data collection.

-Making preliminary modifications to the questionnaire based on the supervisor's recommendations.

- Distributing the questionnaire to all sample members to collect the necessary data for the study.

The questionnaire was divided into two sections as follows:

Section 1:

Personal data related to the study sample, consisting of 4 items.

Section 2:

Divided into two main parts:

- **First part: Transformational Leadership and its various dimensions**, comprising 23 statements, which are divided into:

    - 6 statements for Ideal Impact

    - 6 statements for Inspirational motivation

    - 6 statements for Intellectual stimulation

    - 5 statements for Individual consideration

- **Second part: Work stress Variable**, comprising 17 statements

A five-point Likert scale ranging from 1 to 5 was used for responses. The closer the response is to 5, the stronger the agreement

2. **Statistical Methods Used in Data Analysis**

To answer the research questions and test the validity of its hypotheses,

descriptive and analytical statistical methods were used, utilizing the Statistical Package for the Social Sciences (SPSS) version 25:

Cronbach's Alpha : Used to measure the reliability of the research tool.

Skewness and Kurtosis Tests : Used to verify the normal distribution of data Pearson Correlation Coefficient : Used to ensure the internal consistency of the statements.

Descriptive Statistic Measures : Used to describe the research population and display its characteristics, relying on percentages and frequencies. It also helps answer the research questions

and rank the research variables according to their importance based on means and standard deviations.

Analysis of Variance (ANOVA): Used to measure the validity of the regression model.

Simple Regression Analysis : Used to test the effect of each of the following independent variables: bureaucratic culture, creative culture, supportive culture, and role culture on the dependent variable, which is organizational trust..

The third subsection: Reliability and Validity of the Research Tool (Questionnaire)
1. Reliability of the Tool (Reliability)

Reliability refers to the extent to which the same results or similar results can be obtained if the research is repeated under similar conditions using the same tool. In this research, the reliability of the research tool was measured using Cronbach's Alpha coefficient, which determines the acceptability level of the measurement tool at 0.60 or higher. The results were as follows:

Table 4:Reliability Coefficients for the Study Tool

Axis:	Number of phrases	Reliability coefficient: "Cronbach's alpha"	Validity coefficient
Transformational Leadership	23	0,977	0,988
Work stress	17	0,960	0,979
The questionnaire	40	0,985	0,992

.Source: Prepared by the students using SPSS.v25 software

From Table (02), it is evident that the reliability coefficient of the questionnaire, "Cronbach's alpha," was (0.985), which is a high value. Similarly, the values for the study's axes were also high. The reliability coefficient for the transformative leadership axis was (0.977), while it was (0.960) for the work stress axis. This indicates the stability of the questionnaire, meaning it yields consistent results when used or repeated under similar conditions.

2. Tool Validity (Questionnaire Validity):

Validity of the tool refers to its ability to measure the variables it was designed to measure. It includes items relevant to the variables it aims to measure, and its content aligns with the purpose for which it was designed.

Third chapter: The applied framework of the stud

To verify the validity of the questionnaire used in the research, two types of validity were studied:

A. Criterion Validity: The criterion validity coefficient was calculated by taking the square root of the reliability coefficient "Cronbach's alpha," as shown in Table (2). The overall validity coefficient for the research tool was found to be (0.992), indicating the validity of the study tool. This was supported by high validity coefficients for the transformative leadership axis, where its value was (0.988), and for the work stress axis, where it was (0.979). Thus, we can say that all items of the research tool are valid for the intended measurement.

B. Self-Validity (Internal Consistency Validity): The Pearson correlation coefficient was calculated between each item of the questionnaire and the dimension it belongs to. The following tables show correlation coefficients at a significance level of (0.05) or less. Statisticians suggest that if the correlation is statistically significant, the item achieves self-validity. Others argue that achieving significance is not enough; the correlation coefficient should exceed (50%) or (70%). Any criterion met for the questionnaire indicators in this study will be accepted.

The results of this test can be clarified in the following tables:

Table 5Self-Validity of Transformational Leadership Dimension Indicators

Axis	Dimension	Question	Pearson's correlation coefficient	Significance level	Sample size
Transformational Leadership	Ideal Impact	Working with my leader makes me feel proud	, 944	.000	30
		My leader prioritizes the collective interest over his self-interest.	,876	.000	30
		My leader acts with high ethics, which increases my respect and trust in him.	,847	.000	30
		My leader shows signs of strength and self-confidence.	,906	.000	30
		The leader takes into consideration the ethical and professional outcomes of the decisions he makes.	,920	.000	30
		My leader emphasizes the importance of teamwork when performing tasks.	,836	.000	30
	Inspirational	My leader speaks optimistically about the future of work.	,819	,000	30
		My leader trusts the ability of employees to achieve goals.	,834	,000	30

		The leader motivates me to achieve more than I expect to accomplish personally.	,887	,000	30
		My leader speaks passionately about what needs to be accomplished.	,890	,000	30
		The leader strengthens his commitment to theorganization's goals.	,866	,000	30
		The leader outlines the group's future vision.	,867	,000	30
	Intellectual stimulation	My leader encourages me to express my ideas even if they conflict with his.	,860	,000	30
		The leader supports solving problems in creative and innovative ways.	,883	,000	30
		The leader is capable of turning visions into tangible reality.	,885	,000	30
		The leader deals with ambiguous and complex situations with ease.	,918	,000	30
		The leader exchanges significant trust with us.	,912	,000	30
		The leader proposes new ways of looking at how tasks are accomplished.	,872	,000	30
	Individual consideration	My leader ensures that I have all the information related to my work.	,836	,000	30
		My leader helps me develop strengths in my personality.	,921	,000	30
		My leader spends time guiding and training his subordinates.	,921	,000	30
		My leader views each individual as having different needs and aspirations from others.	,910	,000	30
		My leader treats others as individuals rather than just members of a group.	,902	,000	30

- Significance level 1%
- Significance level 5%

Source: Prepared by the students based on the results of the questionnaire analysis using SPSS.V25

It is clear from the previous table that the correlation coefficients between each Question and the dimension ranged between 81.9% and 94.4%, which are greater than 50% at a significance level of

1%. The significance levels were 0.000, which is less than 0.05. This confirms the internal validity of the Question related to the dimension of Transformational Leadership.

Table 6:Self-Validity of Work stress Dimension Indicators

Axis	Question	Statistical Name		
		Pearson's correlation coefficient	Significance level	Sample size
Work stress	I don't feel stressed about being late with tasks when it comes to the organization's leader.	,845	,000	30
	From time to time, I intersperse work periods with short breaks.	,887	,000	30
	During working hours, I feel at ease and derive enjoyment from my tasks	,782	,000	30
	The nature of my work doesn't cause me to feel tense.	,787	,000	30
	I am able to attend social events despite work pressures.	,738	,000	30
	remain patient while performing my tasks	,769	,000	30
	The nature of my job allows me to fulfill my family responsibilities.	,816	,000	30
	The workload dose not makes me deal with superiors nervously	,840	,000	30
	Work stress dose not forces me to be frequently absent	,838	,000	30
	I don't feel depressed and anxious when I'm at work5	,786	,000	30
	I speak calmly at work with those I deal with	,820	,000	30
	The workload dose not makes me make mistakes in my work	,803	,000	30
	I feel my work productivity is higher than before	,751	,000	30
	Job requirements positively affect my personal life	,837	,000	30
	I don't experience headaches during my working hours.	,801	,000	30

	I don't feel pressured when given extra tasks.	,835	,000	30
	I am not troubled by the absence of equipment in the institution.	,409	,025	30

Significance level 0.1%

Significance level 5%

Source: Prepared by thestudents based on the results of the questionnaire analysis using SPSS.V25

It is clear from the previous table that the correlation coefficients between each Question and the Axis ranged between 40.9% and 88.7%, which are greater than 50% at a significance level of 1%. The significance levels were between 0.000 and 0.025, which is less than 0.05. This confirms the internal validity of the Question related to the Axis of Work stress

the Fourth subsection: Normal Distribution Test

Before discussing the level of transformational leadership and the level of work stress in the institution under study, it is necessary first to test the normal distribution of the study variables. This is essential when testing hypotheses, and we will calculate it using skewness and kurtosis.

Among the studies in this field, some suggest that skewness should be between [-3, 3] and kurtosis between [-7, 7], while other studies suggest that skewness should be between [-1, 1] and kurtosis between [-3, 3].

Below is the calculation of the skewness and kurtosis values for the responses to the items forming each variable of the study variables, considering that the scale used in the study is the Likert scale.

Table 7:Skewness and Kurtosis Coefficients for Study Variables

Axis	Skewness		Kurtosis	
Dimension	Statistics	Standard Error	Statistics	Standard Error
Ideal Impact	,947	,427	-,035	,833
Inspirational motivation	,995	,427	-,155	,833
Intellectual stimulation	,793	,427	-,264	,833
Individual consideration	,674	,427	-,363	,833
Transformational Leadership	1,364	,427	,223	,833
Work stress	1,322	,427	,206	,833

Source: Prepared by the students based on the outputs of SPSS.V25

From table (05), it is evident that the skewness coefficients for the study variables across different dimensions ranged between [0.674] and [1.364]. Therefore, the study variables follow a normal distribution. This is also confirmed by the kurtosis coefficients, which ranged between [-0.035] and [0.223]

To ensure further, we will conduct a Kolmogorov-Smirnov test to determine the extent of deviations of the scores from the normal distribution.

Table 8:Kolmogorov-Smirnov test for Study Variables

Axis	Statistics	Degrees of Freedom	Significance Level
Transformational Leadership	.221	30	.200
Work stress	.261	30	.422

Source: Prepared by the students based on the outputs of SPSS, V25.

The previous table for Kolmogorov-Smirnov shows that the statistics are estimated (0.221/0.261) with degrees of freedom 30 and significance level (0.200/0.422). We notice that the significance level is greater than 0.05. Therefore, the data follows a normal distribution.

The third section: Presentation and Analysis of Study Results and Testing Hypotheses

In this chapter, we delve into both the descriptive statistical analysis of the data, answering the study's questions by extracting the mean and standard deviation (on a Likert scale of 1-5) as shown in Table (11) for the level of responses of the research sample regarding the questionnaire items related to Transformational Leadership and work stress axes. Additionally, we test the level of study variables in Cilas company- Biskra - and address the testing of the impact between study variables using the coefficient .R.

Table 9: the Likert five-point

Level	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
Grade	1	2	3	4	5
Mean Range	(1,79 -1,00)	(2,59 -1,80)	(3,39 -2,60)	(4,19-3,40)	(5-4,20)
Corresponding Level	Very Low	Low	Medium	High	Very High

Source: Compiled by the student based on categories of the Likert five-point scale.

Third chapter: The applied framework of the stud

The first subseciton: Analysis of Transformational Leadership Dimension Items

This section addresses the following question:

What are the prevailing transformational leadership practices in the cement company Cilas?

To answer this question, we will analyze the results shown in the following table:

By analyzing the means, standard deviations, and relative importance, we can identify the prevailing transformational leadership practices in the Cilas company and determine their impact and significance for the research sample.

Table 10: Means, Standard Deviations, and Relative Importance of Responses from the Research Sample on the Transformational Leadership Dimension Statements

N	Dimension	Mean	Standard Deviation	Relative Importance	Acceptance Level
1	Working with my leader makes me feel proud.	4.16	.46113	1	High
2	My leader prioritizes the collective interest over his self-interest	4.13	.50742	2	High
3	My leader acts with high ethics, which increases my respect and trust in him	4.10	.54772	3	High
4	My leader shows signs of strength and self-confidence	3.76	.81720	5	High
5	The leader takes into consideration the ethical and professional outcomes of the decisions he makes.	3.86	.73030	4	High
6	My leader emphasizes the importance of teamwork when performing tasks	3.86	.73030	4	High
1	**Ideal Impact**	3.9833	.56111	2	High
1	My leader speaks optimistically about the future of work.	3.93	.69149	4	High
2	My leader trusts the ability of employees to achieve goals.	4.00	.64327	3	High
3	The leader motivates me to achieve more than I expect to accomplish personally.	4.06	.58329	1	High
4	My leader speaks passionately about what needs to be accomplished.	4.03	.61495	2	High
5	The leader strengthens his commitment to theorganization's goals.	4.00	.64327	3	High
6	The leader outlines the group's future vision.	3.90	.71197	5	High
2	**Inspirational motivation**	3.9889	55697.	1	
1	My leader encourages me to express my ideas even if they conflict with his.	3.80	.76112	4	High
2	The leader supports solving problems in creative and innovative ways.	3.76	.77385	5	High

3	The leader is capable of turning visions into tangible reality.	3.93	.69149	**2**	High
4	The leader deals with ambiguous and complex situations with ease.	4.00	.64327	**1**	High
5	The leader exchanges significant trust with us.	3.90	.71197	**3**	High
6	The leader proposes new ways of looking at how tasks are accomplished.	3.80	.76112	**4**	High
3	**Intellectual stimulation**	3.8667	64237.	**4**	
1	My leader ensures that I have all the information related to my work.	3.83	.74664	**4**	High
2	My leader helps me develop strengths in my personality.	3.96	.66868	**2**	High
3	My leader spends time guiding and training his subordinates.	3.96	.66868	**2**	High
4	My leader views each individual as having different needs and aspirations from others.	4.00	.64327	**1**	High
5	My leader treats others as individuals rather than just members of a group.	3.93	.69149	3	High
4	**Individual consideration**	3.9400	.61285	3	High
	Transformational Leadership	3.9409	.55403		High

Source: Prepared by the students based on the SPSS V25program.

From Table (08), we can conclude the followin

Inspirational motivation: From Table (08), we notice that the dimension of "Inspirational motivation" ranks first in terms of the relative importance given to it by the research sample. The mean score for responses to this dimension was (3.9889%) with a standard deviation of (0.55697), which falls within the forth category of the study scale categories [4, 19-3, 40]. This indicates that the attitudes towards this dimension point to an "High" level, meaning that the respondents agree on the presence of an High level of Inspirational motivation in the company Cilas . We also observe that the opinions of the research sample indicate a High level on all statements in the dimension**.**

Ideal Impact: From Table (08), we notice that the dimension of "Ideal Impact" ranks second in terms of the relative importance given to it by the research sample. The mean score for responses to this dimension was (3.9833%) with a standard deviation of (0. 56111), which falls within the forth category of the study scale categories [4, 19-3, 40]. This indicates that the attitudes towards this dimension point to a "High" level, meaning that the respondents agree on the presence of an Ideal Impact within the company Cilas. We also observe that the opinions of the research sample indicate an High level on all statements in this dimension, with mean scores ranging between (4.16%) and (3.76%)

Individual consideration: From Table (08), we notice that the dimension of "Individual consideration" ranks third in terms of the relative importance given to it by the research sample. The mean score for responses to this dimension was (3.9400%) with a standard deviation of (0. 61285), which falls within the forth category of the study scale categories [4, 19 -3, 40]. This

indicates that the attitudes towards this dimension point to a "High" level, meaning that the respondents agree on the presence of an Ideal Impact within the company Cilas. We also observe that the opinions of the research sample indicate an High level on all statements in this dimension, with mean scores ranging between (3.83%) and (4.00%)

Intellectual stimulation: From Table (08), we notice that the dimension of "Intellectual stimulation" ranks frothed in terms of the relative importance given to it by the research sample. The mean score for responses to this dimension was (3.8667%) with a standard deviation of (0. 64237), which falls within the forth category of the study scale categories [4, 19-3, 40]. This indicates that the attitudes towards this dimension point to a "High" level, meaning that the respondents agree on the presence of an Ideal Impact within the company Cilas. We also observe that the opinions of the research sample indicate an High level on all statements in this dimension, with mean scores ranging between (3.83%) and (4.00%)

In the statistical analysis of the previous table, it is found that the respondents moderately agree on the availability of the independent variable represented by Transformational Leadership in its dimensions (Ideal Impact, Inspirational motivation, Intellectual stimulation, Individual consideration). The mean score for the Transformational Leadership variable as a whole was (3.9409%), while the standard deviation was estimated at (0. 55403). This means that Transformational Leadership is available at a high level in its studied dimensions within the company Cilas.

The second subseciton: analyzing the Items on the work stress axis
through posing the following question:

"What is the level of work stress in   the company CILAS Biskra?"

 To answer this question, we will analyze the results outlined in the following table.

Table 11: presents the mean scores, standard deviations, and relative importance of responses from the research sample regarding statements on the work stress axis

Question	Mean	Standard Deviation	Relative Importance	Acceptance Level
I don't feel stressed about being late with tasks when it comes to the organization's leader.	4.13	.50742	2	High
From time to time, I intersperse work periods with short breaks.	4.16	.46113	1	High
During working hours, I feel at ease and derive enjoyment from my tasks	4.06	.58329	4	High
The nature of my work doesn't cause me to feel tense.	3.93	.73968	8	High

"I am able to attend social events despite work pressures."	3.93	.69149	8	High
remain patient while performing my tasks	3.86	.77608	10	High
The nature of my job allows me to fulfill my family responsibilities.	3.83	.79148	11	High
The workload dose not makes me deal with superiors nervously	3.76	.81720	13	High
Work stress dose not forces me to be frequently absent	3.80	.80516	12	High
I don't feel depressed and anxious when I'm at work	3.90	.71197	9	High
I speak calmly at work with those I deal with	3.80	.76112	12	High
The workload dose not makes me make mistakes in my work	3.96	.66868	7	High
I feel that my work productivity is higher than before	4.00	.64327	6	High
Job requirements positively affect my personal life	4.13	.50742	2	High
I don't experience headaches during my working hours.	4.03	.61495	5	High
I don't feel pressured when given extra tasks.	4.10	.54772	3	High
I am not troubled by the absence of equipment in the institution.	3.83	.46113	11	High
Work stress	3.9133	.54249	2	High

Source: Prepared by the students based on the SPSS V25program.

Inspirational motivation:

From Table (09), we can conclude the following**:**

Work stress: From Table (09), we notice that the Questions of "Work stress "have a mean range between(3.8333%)and (4.1333%) for that range they falls within the forth category of the study scale categories [4, 19-3, 40]. This indicates that the attitudes towards this Questions point to an "High" level, meaning that the respondents agree on the presence of an High level of Work stress in the company Cilas . We also observe that the opinions of the research sample indicate a High level on all statements in the Work stress.

In the statistical analysis of the previous table, it is found that the respondents agree on the dependent variable represented by organizational creativity in its Questions (Question13). The mean score for organizational creativity as a whole was (3.9133%), while the standard deviation was estimated at (0.54249). This indicates that Work stress is implemented by the employees in the company Cilas

The third subseciton: testing and interpreting the main hypothesis and the sub-hypotheses.
Testing and Interpreting the Hypothesis:

The results of the analysis of variance for regression were used to confirm the validity of the model to test the main hypothesis, which states that "there is a statistically significant effect of transformational leadership on work pressure in CILAS Cement Company - Biskra-. The results of the analysis can be clarified in the following table:

Table (10):

Table 12:Results of the regression analysis of variance to confirm the validity of the model to test the main hypothesis

Model	Sum of Squares	df	Mean Square	F	Sig.
Regression	7.752	1	7.752	277.405	0.000
Residual	.782	28	.028		
Total	8.535	29			

Source: Prepared by the students based on the SPSS V25program.

Based on the results provided in the previous table, the validity of the model for testing the main hypothesis is evident. The computed F-value is 33.992 with a probability value of 0.000, which is less than the significance level of 0.05. With the validity of the model established, we can proceed to test the main hypothesis and its various sub-hypotheses. This is done using simple linear regression, and the results can be explained in the following table.

Testing and Interpreting the main Hypothes

There is statistically significant impact of transformational leadership on the minimization of work stress levels among employees at CILAS Cement Company in Biskra.

Table 13:Results of the Simple Linear Regression Analysis for the Effect of Transformational Leadership on Work Pressure

Model	B	Std. Error	Beta	t	Sig
T.L	0.933	0.056	0.953	16.655	0.000

Source: Prepared by the students based on the SPSS V25program.

Interpretation:

- **Transformational Leadership (TL)**: The unstandardized coefficient (B) for TL is 0.933, with a standard error of 0.056. The standardized coefficient (Beta) is 0.953, and the t-value is 16.655 with a significance level of 0.000. This indicates a strong and statistically significant positive relationship between transformational leadership and work stress , with a high level of significance ($p < 0.05$).

In conclusion, the analysis shows that transformational leadership has a significant positive impact on reducing work stress in CILAS Cement Company in the Municipality of Biskra.

Testing and Interpreting Sub-Hypotheses:

We will attempt to interpret the effect between the variables by explaining the impact of each dimension of transformational leadership on work pressure as follows:

A. Testing and Interpreting the First Sub-Hypothesis:

There is statistically significant impact of Ideal Impact to minimizing the work stress levels among employees at CILAS Cement Company in Biskra at a significance level of 0.05.

To test for a statistically significant effect of Ideal Impact on work stress, simple linear regression analysis was used. The results can be illustrated in the following table:

Table 14: Testing the Effect of Ideal Impact on Work stress through Simple Linear Regression

Model	B	Std. Error	Beta	t	Sig.
Ideal Impact	.485	.150	.501	3.232	.003

Source: Prepared by the students based on the SPSS V25program.

Interpretation of Results:

- The unstandardized coefficient (B) for Transformational Leadership 1 indicates that each increase by 0.485 in this dimension of transformational leadership is associated with an increase in work stress.

- The standard error provides an estimate of the accuracy of the unstandardized coefficient (B) estimates.

- The standardized coefficient (Beta) shows the standardized relationship between the variables. In this case, the standardized coefficient is 0.501, indicating a moderate positive relationship between transformational leadership and work stress.

- The t-value measures the amount of variation between groups. The t-value here is 3.232, indicating that this effect is statistically significant at the significance level of 0.003.

- The significance level (Sig.) is 0.003, which is less than the generally accepted significance level (0.05), There is statistically significant impact of Ideal Impact to minimizing the work stress levels among employees at CILAS Cement Company in Biskra at a significance level of 0.05.

-

B. Testing and Interpreting the Second Sub-Hypothesis:

This hypothesis suggests There is statistically significant impact of Inspirational motivation minimizing the work stress levels among employees at CILAS Cement Company in Biskra.at a significance level of 0.05 .

To test this hypothesis, we utilize simple linear regression as shown in the following table:

Table 15: Testing the Effect of Inspirational Motivation on Work Stress through Simple Linear Regression

Model	B	Std. Error	Beta	t	Sig
Inspirational motivation	.412	.115	.423	3.594	.001

Source: Prepared by the students based on the SPSS V25program.

Interpretation of Results:

- The positive unstandardized coefficient (B) for Inspirational Motivation indicates that for each unit increase in Inspirational Motivation, there is a 0.412 unit increase in work stress.
- The standard error provides an estimate of the variability of the unstandardized coefficient.
- The standardized coefficient (Beta) of 0.423 indicates a moderate positive relationship between Inspirational Motivation and work stress.
- The t-value of 3.594 indicates that the effect of Inspirational Motivation on work stress is statistically significant.
- With a significance level (Sig.) of 0.001, which is less than 0.05, there is strong evidence to accept Hypothesis , There is statistically significant impact of Inspirational motivation minimizing the work stress levels among employees at CILAS Cement Company in Biskra.at a significance level of 0.05.

C. Testing and Interpreting the third Sub-Hypothesis:

There is statistically significant impact of Intellectual stimulation to minimizing the work stress levels among employees at CILAS Cement Company in Biskra at a significance level of 0.05 .

To test this hypothesis, we utilize simple linear regression as shown in the following table:

Table 16: Testing the Effect of Intellectual stimulation on Work Stress through Simple Linear Regression

Model	B	Std. Error	Beta	t	Sig
Intellectual stimulation	.143	.115	.169	1.242	.226

Source: Prepared by the students based on the SPSS V25program.

Interpretation of Results:

- The positive unstandardized coefficient (B) for Intellectual Stimulation suggests that for each unit increase in Intellectual Stimulation, there is a 0.143 unit increase in the outcome variable.

- The standard error provides an estimate of the variability of the unstandardized coefficient.

- The standardized coefficient (Beta) of 0.169 indicates a small positive relationship between Intellectual Stimulation and the outcome variable.

- The t-value of 1.242 indicates that the effect of Intellectual Stimulation on the outcome variable is not statistically significant.

D. With a significance level (Sig.) of 0.226, which is greater than 0.05, there is insufficient evidence to reject the hypothesis, the presence of statistically significant impact of Intellectual stimulation to minimizing the work stress levels among employees at CILAS Cement Company in Biskra at a significance level of 0.05. **Testing and Interpreting the forth Sub-Hypothesis:**

This hypothesis There is statistically significant impact of Individual consideration to minimizing the work stress levels among employees at CILAS Cement Company in Biskra at a significance level of 0.05 .

To test this hypothesis, we utilize simple linear regression as shown in the following table:

Table 17:Testing the Effect of Individual consideration on Work Stress through Simple Linear Regression

Model	B	Std. Error	Beta	t	Sig
Individual consideration	-.068	.115	-.077	-.591	.560

Source: Prepared by the students based on the SPSS V25program.

Interpretation of Results:

- The negative unstandardized coefficient (B) for Individual Consideration suggests that for each unit increase in Individual Consideration, there is a 0.068 unit decrease in the outcome variable.

- The standard error provides an estimate of the variability of the unstandardized coefficient.

- The standardized coefficient (Beta) of -0.077 indicates a small negative relationship between Individual Consideration and the outcome variable.

- The t-value of -0.591 indicates that the effect of Individual Consideration on the outcome variable is not statistically significant.

- With a significance level (Sig.) of 0.560, which is greater than 0.05, there is insufficient evidence to reject the hypothesis, the presence of statistically significant impact of Individual consideration to minimizing the work stress levels among employees at CILAS Cement Company in Biskra at a significance level of 0.05.

Chapter Summary:

In this chapter, we explored Cilas Cement Company in the province of Biskra, examining its formation, general system, and organizational structure. The study relied on a questionnaire distributed to a sample of the company's employees, covering key axes such as transformational leadership and work stress. Upon receiving the questionnaires, we analyzed the data using the SPSS program, calculating percentages, means, standard deviations, Cronbach's alpha coefficient, and Pearson correlation coefficient to analyze and interpret the sample's responses, address the research question, and determine the impact of transformational leadership on work stress at Cilas Cement Company in Biskra province. When studying the impact of each aspect of transformational leadership separately on work stress among the sample individuals, we found that each aspect (Ideal Impact, Inspirational Motivation) had an effect on work stress. As the level of transformational leadership practice increased, the level of work stress decreased. These results align with the theoretical framework of the study.

Conclusion:

Conclusion :
Findings and Recommendations

Through this research, we examined the impact of transformational leadership on work stress levels. We aimed to identify the issue within the Cilas Cement Company in Biskra, which was the subject of our field study. The purpose was to apply theoretical aspects to practical scenarios to answer the questions posed in our research problem, helping us understand the dimensions of transformational leadership (Ideal Impact, Inspirational Motivation, Intellectual Stimulation, Individual Consideration) and their real-world application, as well as their effect on reducing work stress in the organization.

From this research, we finally arrived at a set of findings as follows:

First: Results

The obtained results are divided into two main sections:

1. Theoretical Results:

a. Reducing Work Stress

The results showed that adopting transformational leadership significantly contributes to reducing work stress among employees. Leaders who adopt a transformational leadership style provide a supportive and encouraging work environment, which reduces tension and psychological stress.

b. Improving Job Performance

Transformational leadership motivates employees to deliver better performance by providing a clear vision and encouraging them to achieve higher goals. This type of leadership helps employees feel satisfied and accomplished, thereby reducing performance-related stress.

c. Enhancing Organizational Loyalty and Belonging

Transformational leaders care about the individual needs of employees and encourage personal and professional growth, which enhances employees' sense of belonging and loyalty to the organization. This sense of belonging reduces stress related to acceptance and inclusion in the workplace.

d. Creating a Positive Work Environment:

Transformational leadership contributes to creating a positive work environment that supports innovation and creativity. Employees feel that their ideas and opinions are valued, which alleviates psychological stress and tension.

e. Gaining a Competitive Advantage

Organizations that adopt transformational leadership can improve their competitiveness by enhancing employee satisfaction and increasing productivity. Employees working in a supportive

Conclusion:

and less stressful environment are more productive and creative, which boosts the organization's competitiveness in the market.

    f.   Supporting Strategic Goals

Transformational leadership plays a significant role in achieving the strategic goals of the organization. Transformational leaders can align employees' goals with the overall objectives of the organization, reducing stress from goal conflicts and unifying efforts towards achieving the shared vision.

    2.   The Practical Results :

    a.   High Level of Transformational Leadership at CILAS Cement Company in Biskra Province: The company demonstrates a high level of transformational leadership, indicating a management that seeks to implement transformational leadership styles in the work environment.

    b.   Application of Idealized Influence and Inspirational Motivation as Most Impactful: Among the practices of transformational leadership, idealized influence and inspirational motivation are most applied and seem to have the greatest impact in alleviating work pressure within the company.

    c.   Low Work Pressure Level: Work pressure level in the company appears to be low, suggesting that the work environment may be supportive and encouraging.

    d.   Contribution of Transformational Leadership Practices in Alleviating Work Pressure: Transformational leadership practices are found to contribute to alleviating work pressure within the company, reflecting the effectiveness of implementing this leadership approach.

    e.   No Significant Impact of Intellectual Stimulation and Individual Consideration: However, intellectual stimulation and individual consideration do not seem to have a significant impact on alleviating work pressure in the company.

In summary, the study confirmed that transformational leadership has a strong positive impact on reducing work stress levels among employees, enhancing performance and loyalty, and creating a positive work environment. This, in turn, contributes to achieving strategic goals and gaining a competitive advantage for the organization

    3. Recommendations:

Conclusion:

Based on the findings of the study and drawing from the theoretical framework and literature review, the following recommendations can be made to help employees enhance their practice of transformational leadership and reduce work pressure:

1. Training company Managers: company managers should undergo training to understand the nature and dimensions of transformational leadership and how to implement it in practical work stress . This will help in developing their transformational leadership behaviors to become more proficient in them.

2. Training for Managers: Managers should receive training on the methods and techniques of transformational leadership, and how to utilize this leadership style to alleviate work pressures, both for themselves and their employees.

3. Continuous Training Courses: Continuous training courses should be conducted for managers and employees to equip them with the knowledge and skills to cope with and overcome work stress.

4. Provision of Resources: Adequate material and technological resources should be provided to management and employees to enable them to perform their work efficiently.

5. Review of Pay and Incentive Systems: There should be a review of the wage and incentive systems, aiming to adjust them in a way that ensures a suitable standard of living for both managers and employees.

6. Managerial Assessment during Hiring: Managers should be assessed during the hiring process to ensure that they possess the qualities of transformational leaders.

These recommendations aim to support employees in enhancing their leadership practices and effectively managing work stress in the organization**.**

4. Study Horizons

Based on the results and recommendations of the study, the following suggestions for future research studies are proposed:

a. Further Exploration of Relationships: Conduct additional studies to explore the relationship between transformational leadership and other variables such as managerial creativity, total quality management, organizational loyalty, and other factors influenced by transformational leadership styles.

Conclusion:

b. Study the Impact in Different Sectors: Investigate the relationship between the degree of transformational leadership practice and work pressures in different sectors such as healthcare, education, and oil companies. This will provide insights into how transformational leadership affects work pressure in various industries and professions.

c. Cross-Sectional Studies: Conduct cross-sectional studies to examine the relationship between transformational leadership practices and work pressures in different communities. This could involve comparing leadership practices and work pressures across different regions or countries to understand cultural variations and their impact on leadership effectiveness.

d. Perspectives of Department Heads: Conduct a study to explore the relationship between transformational leadership and work pressures from the perspective of department heads or unit leaders. This would provide valuable insights into how leadership practices influence the work environment at different levels of the organizational hierarchy.

These proposed research studies aim to expand our understanding of the relationship between transformational leadership and work pressures and explore its implications across various contexts and sectors

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The Appendices

The Appendicese

Appendicese 1: List of Expert Reviewers for the Study Questionnaire

n	Names of arbitrators	rank	université
	Groun nourhan	Assistant Professor b	biskra
	Byadi safa	Assistant Professor b	biskra
	Mohammed elhadi redjaimia	Methods manager	cilas campany

The Appendicese

Mohamed Khider University of Biskra Faculty of Economic, Commercial, and Management Sciences

Year: Second Master   **Specialization: HR M**

Academic Year: 2023/2024

As part of preparing a thesis to fulfill the requirements for a Master's degree in Human Resource Management, entitled**:The impact of transformational leadership to minimize work stress level on employees.**

, we are presenting a questionnaire containing a set of questions. We kindly ask you to cooperate with us by answering the items in each section of the questionnaire, ensuring accuracy and objectivity in your responses.

We would like to inform you that all the information and data you provide will be kept confidential and will be used solely for the purposes of scientific research. We extend our utmost respect, thanks, and gratitude for your kind cooperation.

Prepared by the student: Under the supervision of Professor:

- Zakaria Berra   • Mouahib Mohamedi

- Abderrahman Doud

The Appendicese

The first section: Personal Information

2. Gender:

Female: [   ]   Male: [   ]

3. Age:
- Less than 25 years old   [   ]
- 25 to less than 35 years old[   ]
- 35 to less than 45 years old[   ]
- 45 years old and above   [   ]

4. Academic Qualification:
- -Elementary   [   ]
- -Secondary   [   ]
- -Intermediate   [   ]
- -Bachelor's Degree [   ]
- -Master's Degree   [   ]
- - Doctorate   [   ]

5. Years of experience:
- Less than 5 years   [   ]
- 5to less than 10 years   [   ]
- 10to less than 15 years [   ]
- 15 years and above   **[   ]**

Section Two: Survey Axes

First Axis: Transformational Leadership

Below are a set of statements that measure the level of practicing

transformational leadership among the employees of the institution. Please mark (/) the appropriate answer.

The Appendicese

N	Statements	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
1	**Ideal Impact**					
1	Working with my leader makes me feel proud.					
2	My leader prioritizes the collective interest over his self-interest.					
3	My leader acts with high ethics, which increases my respect and trust in him.					
4	My leader shows signs of strength and self-confidence.					
5	The leader takes into consideration the ethical and professional outcomes of the decisions he makes.					
6	My leader emphasizes the importance of teamwork when performing tasks.					
2	**Inspirational motivation**					
1	My leader speaks optimistically about the future of work.					
2	My leader trusts the ability of employees to achieve goals.					
3	The leader motivates me to achieve more than I expect to accomplish personally.					
4	My leader speaks passionately about what needs to be accomplished.					
5	The leader strengthens his commitment to theorganization's goals.					
6	The leader outlines the group's future vision.					
3	**Intellectual stimulation**					
1	My leader encourages me to express my ideas even if they conflict with his.					
2	The leader supports solving problems in creative and innovative ways.					
3	The leader is capable of turning visions into tangible reality.					
4	The leader deals with ambiguous and complex situations with ease.					
5	The leader exchanges significant trust with us.					
6	The leader proposes new ways of looking at how tasks are accomplished.					
4	**Individual consideration**					

The Appendicese

1	My leader ensures that I have all the information related to my work.					
2	My leader helps me develop strengths in my personality.					
3	My leader spends time guiding and training his subordinates.					
4	My leader views each individual as having different needs and aspirations from others.					
5	My leader treats others as individuals rather than just members of a group.					

The second axis: Work stress

Below are a set of statements that measure the level of work pressure among the employees of the institution. Please mark (/) the appropriate answer.

N	Statements	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
1	I don't feel stressed about being late with tasks when it comes to the organization's leader.					
2	From time to time, I intersperse work periods with short breaks.					
3	During working hours, I feel at ease and derive enjoyment from my tasks					
4	The nature of my work doesn't cause me to feel tense.					
5	I am able to attend social events despite work stress.					
6	remain patient while performing my tasks					
7	The nature of my job allows me to fulfill my family responsibilities.					
8	The workload dose not makes me deal with superiors nervously					
9	Work stress dose not forces me to be frequently absent					
10	I don't feel depressed and anxious when I'm at work					
11	I speak calmly at work with those I deal with					

12	The workload dose not makes me make mistakes in my work					
13	I feel that my work productivity is higher than before					
14	Job requirements positively affect my personal life					
15	I don't experience headaches during my working hours.					
16	I don't feel pressured when given extra tasks.					
17	I am not troubled by the absence of equipment in the institution.					

Thank you very much for your appreciation and gratitude. Please don't worry; assisting you doesn't affect my performance negatively. If you have any more questions or need further assistance, feel free to ask!

The Appendicese

Appendicese 3: Request for assistance to complete a graduation thesis

الجمهورية الجزائرية الديمقراطية الشعبية
République Algérienne Démocratique et Populaire
وزارة التعليم العالي والبحث العلمي
Ministère de l'Enseignement Supérieur et de la Recherche Scientifique

Université Mohamed Khider – Biskra
Faculté des Sciences Economiques
Commerciales et des Sciences de gestion

جامعة محمد خيضر – بسكرة
كلية العلوم الاقتصادية والتجارية وعلوم والتسيير
عمادة الكلية

الرقم : 00459/ ك.ع.إ.ت.ع.ت /2024

إلى السيد مدير: الشركة ذات الأسهم CILAS

حمام سيدي الحاج ولاية بسكرة

طلب مساعدة لاستكمال مذكرة التخرج

دعما منكم للبحث العلمي، نرجو من سيادتكم تقديم التسهيلات اللازمة للطلبة:

1- الدود عبد الرحمان
2- برة زكرياء
3- /

المسجلون بـ: قسم علوم التسيير

بالسنة: ثانية ماستر إدارة الموارد البشرية

وذلك لاستكمال الجانب الميداني لمذكرة التخرج المعنونة بـ:

"The impact of transformation leadership on employee work stress level in the company"

وفي الأخير تقبلوا منا فائق الاحترام والتقدير.

بسكرة في: 2024-04-22

ع/ عميد الكلية

تأشيرة المؤسسة المستقبلة

The Appendicese

République Algérienne Démocratique et Populaire
Ministère de l'Enseignement Supérieur et de la
Recherche Scientifique
Université Mohamed KHIDHER -Biskra
Faculté des Sciences Economiques, Commerciales et
des Sciences de Gestion
Département des Sciences de Gestion

الجمهورية الجزائرية الديمقراطية الشعبية
وزارة التعليم العالي و البحث العلمي
جامعة محمد خيضر بسكرة
كلية العلوم الاقتصادية و التجارية و علوم التسيير
قسم علوم التسيير

تصريح شرفي

خاص بالالتزام بقواعد النزاهة العلمية لانجاز بحث

(ملحق القرارالقرار 1082 المؤرخ في 27 ديسمبر 2020)

أنا الممضي أدناه،:برة زكريا

الصفة: طالب

الحامل لبطاقة التعريف الوطنية رقم: 109980230004550006   الصادرة بتاريخ:2017.04.23

المسجل بكلية:علوم الاقتصاد والتجارة و علوم التسيير قسم:قسم علوم التسيير

والمكلف بإنجاز:مذكرة ماستــر

تحت عنـوان: the inpact of transformation leadershu on employee work sress level in the company

أصرح بشرفي أني ألتزم بمراعاة المعايير العلمية والمنهجية ومعايير الأخلاقيات المهنية والنزاهة الأكاديمية المطلوبة في انجاز البحث وفق ما ينصه القرار رقم 1082 المؤرخ في 27 ديسمبر 2020المحدد للقواعد المتعلقة بالوقاية من السرقة العلمية ومكافحتها.

التاريخ: 2024.05.25

إمضاء المعني بالأمر

The Appendicese

تصريح شرفي

خاص بالالتزام بقواعد النزاهة العلمية لانجاز بحث

(ملحق القرار/القرار 1082 المؤرخ في 27 ديسمبر 2020)

أنا الممضي ادناه:: الدود عبد الرحمت ....

الصفة: طالب ☒

الحامل لبطاقة التعريف الوطنية رقم: ...204642289... الصادرة بتاريخ:02/05./2019..

المسجل بكلية: ... علوم الاقتصادية والتجارة قسم: علوم التسيير ....
و التسيير

والمكلف بإنجاز: مذكرة ماستر

تحت عنوان: the impact of transformation leadership on employee work stress level in the campany ....

أصرح بشرفي أني ألتزم بمراعاة المعايير العلمية والمنهجية ومعايير الأخلاقيات المهنية والنزاهة الأكاديمية المطلوبة في انجاز البحث وفق ما ينصه القرار رقم 1082 المؤرخ في 27 ديسمبر 2020 المحدد للقواعد المتعلقة بالوقاية من السرقة العلمية ومكافحتها.

التاريخ: ...2024/05/25..

إمضاء المعني بالأمر