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# A Survey of the Relationship between Stress Management and Workforce Productivity of one of Iran's Industrial Parks

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### ABSTRACT

The purpose of the study was to determine the relationship between stress management and workforce productivity of Amol Industrial Park located in Mazandaran Province. The total number of universe of the research was 250 top managers, middle managers and supervisors shouldering a responsibility in the before-mentioned Industrial Park and the number of the sample population was determined through Morgan sample population volume table (n=150). For data collection, Background Information questionnaire, Stress Management and Workforce Productivity questionnaires were used. As for analyzing the data gained after collecting the questionnaires; Descriptive and inferential statistics were used. Pearson Correlation Test, One Sample t Test, Independent Samples Test and Regression Tests were used for hypothesis testing. The results from analyzing the Sub Hypotheses of the research demonstrated that there was a positive and significant correlation between Respectful and responsible manager (P=0.005), Managing and communicating existing and future work (P=0.002), Managing the individual within the team (P=0.01), Reasoning/managing difficult situations, (P=0.004) and workforce productivity in the universe of the research in hand. As for analyzing the Main Hypotheses of the research; the results demonstrated that there was a positive and significant correlation between stress management and workforce productivity in the universe of the research in hand (P=0.001). The results also demonstrated that there was no significant difference between the opinions of male and female managers about the level of workforce productivity and stress management being put in practice in the before-mentioned Industrial Park. And finally the results indicate that the level of workforce productivity and stress management being put in practice in the before-mentioned Industrial Park is not under the influence of any of Individual characteristics of managers (e.g. Age, Education Level, Job Title, Employment Background and Employment Status).

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### Introduction

Nowadays, productivity improvement has been recognized as one of the most significant approaches for economic, social and cultural developments of various nations, and success in speeding up the procedure of productivity process; has been proved to be one of main conditions for improving the standard of living of people and reaching a suitable status in the scene of world fierce competition for gaining a much bigger portion of market. Year in, year out; researchers have been indicating that the productivity of organizations has been under the sheer influence of some factors (Armstrong,2006;Clawson & Newburg,2005;Hankin,2004; Williams,2003 and Griffin,2002). Knowing what factors may influence productivity is regarded as a prerequisite to improving the performance of organizations (Gryna, Chua & DeFeo, 2007; Cogburn & Schneider, 2003 and Longenecker & Leffakis,2002).Manpower engaged in the activities of an organization are considered one of the fields which can be improved; because growth and development of countries, developing ones in particular, is in the hands of productive workforce and such a thing is quite impossible without this prerequisite. Workforce is regarded as the most vital capitals of organizations and if they want their workforce to put

their utmost energy into practice to reach the set aims and objectives, organizations must pay attention to their workforce needs. By the late 19th century; the importance of human being was not recognized as the most significant factor by employers and managers (Hasanzadeh,2004).Highly productive workforce is one of the main factors for countries to reach scientific, industrial and in the end economic developments(khodaparast shirazi,1996).

In most organizations, the productivity of workforce is still being considered as the core factor of success and has always been played special attention by managers (Haenisch, 2008).studies demonstrate that only those managers will win the competitiveness who are able to identify the influential factors on workforce productivity effectively and put some action into practice to deal with them before coming into existence. Through assessing the level which workforce would understand main factors influencing their productivity in their workplace; fields in need of improvements can be identified (ibid). If workforce knows exactly about influential factors on their performance and productivity, management would be able to examine such factors with much more confidence (Allie, 1996).

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One of the influential factors affecting workforce productivity is stress in organizations, which reduces the productivity level of workforce by a large amount. A whole of theories have been proposed about how this destructive factor affects the workforce performance and productivity, but as for its management, in recent years, some books and articles are also being put in print ;demonstrating that there is a relationship between stress management and an increase In performance level. Stress management interventions are activities / programs being put into practice by organizations to reduce the existence of job stressors or help individuals for minimizing the negative outcomes resulting from being in contact with such stressors (Ivancevich, Matteson, Freedman& Phillips, 1990). Mental hygiene of workforce and its relationship with management methods is an issue being examined times without number in a variety of studies. Results from studies demonstrate that if managers and supervisors adopt scientific and moderate methods, not only do they put their workforce under the influence of less stress, but also they would create a two-way communication between workforce and themselves (Ross & Altmaier, translated by khajepoor, 1998).

There are three interventions for managing and dealing with stress: stress management at the individual level, stress management at the individual / organization level and stress management at the organization level, not to mention ,each of them have some categorization too(DeFrank & Cooper,1987). Also, in 2011, Donaldson et al, in their book by the title of “managing stress in organizations: how to develop positive managers” stated that stress can be managed at different levels (organizational, managerial and individual) within the organization (p: 38). Given such levels, one of the managerial levels for intervention within organizations is the positive manager behavior framework in workplace proposed by Emma Donaldson-Feilder, Joanna Yarker and Rachel Lewis. In this approach, the behaviors that should exist in a manager present within the workplace have been identified and this way, managers would be able to execute stress risk management within organizations.

In these three researcher’s view, stress can be avoided within organizations before it would cause destructions and damages like absenteeism, turnover, accidents and injury and other hidden costs(including negative PR, employee relations disputes, insurance premiums) through the agency of putting into practice four broad themes of behavior that are important for managers which are as follows:

- (1): Respect and responsibility (Management competency 1);
- (2): Managing and communicating existing and future work (Management competency 2);
- (3): Managing the individual within the team (Management competency 3);
- (4): Reasoning/managing difficult situations (Management competency 4) (Donaldson et al, 2011, p: 15).

#### **Necessity and Significance of the research**

In recent years, Giving consideration to job environments, work conditions and workers for increasing work quality, keeping health and safety of workers and also for further and better utilization of workers’ experiences has interested many authors and researchers(National Safety Council,1992; Robbins, translated by parsaiian & erabi,1994; Ross & Altmaier, translated by khajepoor,1998; Malakooti et al,1994). Manpower constitute a large portion of Iran’s population and dealing with the issues related to mental hygiene of workers and organizations has a

special preference, because creating safe job conditions is synonymous with making workforce healthy and healthy workforce is a vital necessity for industrial advancement of our country.

Industry is considered as one of the important sectors of any countries, because while growing itself, it provides the opportunity for growth of other economic sectors(Mashaieki,1995).Industrial organizations, because of type and conditions of work, possibility of experiencing accidents and also an important achievement named” Production”, need more attention. In the process of production, nothing is much more important than mental health of workforce within an organization, because unhealthy and unfocused workforce is regarded as a destructive factor in organizations (Saatchi, 1996).

One group of these industrial sectors is Industrial Parks engaged in production in the country. Considering the statements made by assistant director of economic planning for Industrial Parks corporation located in Iran saying “ at present, there are 24500 manufacturing and industrial Units situated in 863 active Industrial Parks across the country and employment of 508.000 persons in these Units”, it can be concluded that focusing upon influential factors affecting workforce involved in this industry and also its management can play a vital role in the progress of our country (cited in: <http://www.khabaronline.ir/news-88620.aspx>). By studying Industrial Parks of Iran, it will become obvious that such organizations constitute a significant portion in the capital market of our country and are among organizations which have gained a wonderful growth in recent years. Because of having many sub-branches and sensitivity of such branches, such organizations hold a main status in terms of productivity. Now the main issue is that “is there a relationship between stress management and productivity of workforce in Amol-based Industrial Park (Mazandaran, Iran)?

#### **Manager Positive behaviors framework for stress management**

The line manager is cited by employees as one of the most significant sources of stress (Hogan, Curphy and Hogan, 1994; Tepper, 2000). The line manager can influence employee stress by (Donaldson et al, 2011, p: 5):

- Causing(or preventing) stress by the way they behave towards their staff;
- Influencing the impact of the work environment(demands, control etc) on their staff;
- Identifying, monitoring and working to reduce work-related stress through the uptake of risk assessments; and
- Supporting the design and implementation of stress management solutions.

Stress can be managed at different levels (organization, management, team and individual) within the organization (Ibid, p: 38). The approach that can be used for dealing with stress existing within workplaces is called positive manager behavior framework. This framework has been developed by Emma Donaldson, Joanna Yarker and Rachel Lewis, over five years of research, working with dozens of organizations, involving hundreds of managers and employees, across many different sectors(Ibid ,p:45). This framework was developed in a three phase research plan and in the end four broad themes of behavior were introduced which managers should show in order to minimize stress in their staff (Ibid, p: 55):

### Respectful and responsible manager (management competency 1)

This competency is about treating staff with respect, including acting with integrity, managing emotions and being considerate (Ibid, p: 67). The behaviors included in this competency fall into three different clusters (ibid):

- Integrity
- Managing emotions
- Considerate approach

### Managing and communicating existing and future work (management competency 2)

This competency is about managers proactively managing their work and the work of their team members, dealing with problems at work and decision making, keeping team members involved and encouraging participation across their team (Ibid, p:89). The behaviors included in this competency fall into three different clusters (loccit):

- Proactive work management
- Problem solving
- Participation/ Empowering

### Managing the individual within the team (management competency 3)

This competency points specifically to the human side of people management (Ibid, p: 123). The behaviors included in this competency fall into three different clusters (Ibid, p: 124):

- Personally accessible
- Sociable
- Empathetic engagement

### Reasoning/managing difficult situations (management competency 4)

This competency is perhaps the only management competency that refers to behaviors that may not be “everyday” behaviors, but those that managers would be required to display during difficult situations such as conflict in the team ,or through incidents of bullying and harassment (Ibid, p:147). The behaviors included in this competency fall into three different clusters (Ibid, p: 148):

- Managing conflict
- Use of organizational resources
- Taking responsibility for resolving issues

### Research Methodology

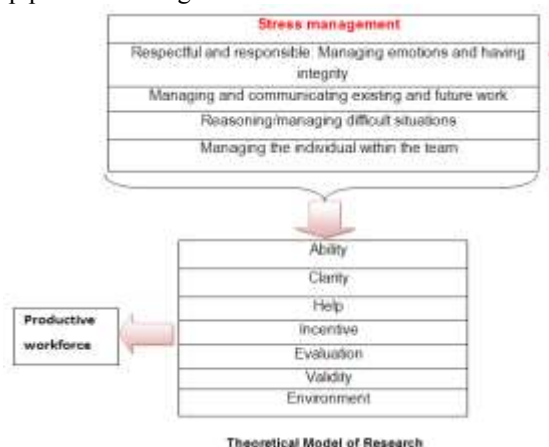
This research is a descriptive and Correlational kind of survey. The total number of universe of the research was 250 top managers, middle managers and supervisors shouldering a responsibility in Imamzadeh Abdullah Industrial Park located in Amol, Mazandaran and the number of the sample population was determined through Morgan sample population volume determining table (n=150). For data collection, Background Information questionnaire, Stress Management (Donaldson et al, 2011) and Workforce Productivity (Hersey & Goldsmith, 1980) questionnaires were used. Workforce Productivity questionnaire consists of 26 questions with Likert Scaling (1=very little, 5=very much) and examines 7 factors: Ability, Clarity, Help, Incentive, Evaluation, Validity and Environment. Management competencies for Stress Management questionnaire consists of 66 questions with Likert Scaling (1= strongly disagree, 5=strongly agree) and examines 4 factors: Respect and responsibility, Managing and communicating existing and future work, managing the individual within the team, Reasoning/managing difficult situations. Respect and responsibility consists of integrity, managing emotions and considerate approach. Managing and communicating existing

and future work consists of proactive work management, problem solving and participation/empowerment. Managing the individual within the team personally accessible, being sociable and empathetic engagement. Reasoning/managing difficult situations consists of managing conflict, use of organizational resources and taking responsibility for resolving issues.

The content Validities of questionnaires were confirmed by several specialists in management. As for examining the Reliability of questionnaires, the Cronbach Alpha was used for a pilot study on 30 managers (top managers, middle managers and supervisors) and results indicated that  $\alpha = 0.92$  for Workforce Productivity questionnaire and  $\alpha = 0.97$  for Stress Management questionnaire. As for analyzing the data gained after collecting the questionnaires; Descriptive and inferential statistics were used. And also Pearson Correlation Test, Independent Samples Test and Regression Tests were used for hypothesis testing.

### Theoretical Model of Research

This model has been inferred based upon ACHIEVE model of Hersey, Paul & Goldsmith Marshal (November, 1980) and theoretical framework existing in Emma Donaldson et al's book (2011) by the title “managing stress in organizations: how to develop positive managers”.



### The Main Hypotheses of the research

- (1) There is a significant correlation between stress management and workforce productivity of the said Industrial Park;
- (2) The level of workforce productivity of the said Industrial Park is different in male and female managers' point of view;
- (3) The executed level of stress management being put into practice is different in male and female managers of the said Industrial Park;
- (4) The workforce productivity of the said Industrial Park is under the influence of Individual characteristics of managers (e.g. Age, Education Level, Job Title, Employment Background and Employment Status);
- (5) Stress management being put in practice in the said Industrial Park is under the influence of Individual characteristics of managers (e.g. Age, Education Level, Job Title, Employment Background and Employment Status).

### The Sub Hypotheses of the research

- (1) There is a significant correlation between Respectful and responsible manager and workforce productivity of the said Industrial Park;
- (2) There is a significant correlation between Managing and communicating existing and future work and workforce productivity of the said Industrial Park;

(3) There is a significant correlation between Managing the individual within the team and workforce productivity of the said Industrial Park;

(4) There is a significant correlation between Reasoning/managing difficult situations and workforce productivity of the said Industrial Park.

#### **Results from descriptive statistics**

116 persons equivalent to 77.3% of the Respondents were male and 34 persons equivalent to 22.7% were females. Of the whole Respondents examined in this research, 31-40-year-old Respondents were held the biggest number among other age groups, which constituted an equivalence of 44% of the Respondents. Only 11 persons equivalent to 7.3% were over 50 years of age and also Respondents within a range of 20-30 and 41-50 years of age had nearly the same percentage. In terms of Education Level, those holding a Ph.D degree had the lowest percentage and constituted only 2.7% of the whole Respondents and also those with a B.A. /B.S. degree had the highest percentage and constituted 44% of the whole Respondents. In terms of Job Title; 14 persons equivalent to 9.3% of the Respondents were top managers, 57 persons equivalent to 38% of the Respondents were middle managers and 75 persons equivalent to 50% of the Respondents were supervisors who held the biggest frequency among all of them and also 4 persons did not answer to this question. In terms of Employment Background; the biggest frequency is related to options under 5 years equivalent to 24.7%, 5-10 years equivalent to 30.7% and 16-20 years equivalent to 21.3% of the Respondents. Not to mention, the lowest percentage is related to the option 26-30 equivalent to 1.3% of the Respondents. 81 persons of the Respondents equivalent to 54% were Interim Staff, 49 persons of the Respondents equivalent to 32.7 were holding permanent employments and the lowest percentage was related to Temporary Agents (Non-permanent Staff) Constituting 13.3% of the Respondents.

#### **Results from inferential statistics**

##### **Part (A): Results from Main Hypotheses testing**

###### **○ Results from Main Hypothesis NO. 1**

In this test we intended to examine the relationship between stress management and workforce productivity of the said Industrial park. The H0 was “there is no relationship between the two” and the H1 was “there is a relationship between the two”. Results from Hypothesis testing indicated that H0 is rejected because P-Value = 0.001 and also  $P < 0.05$ . Therefore, H1 claiming: “there is a relationship between stress management and workforce productivity of the said Industrial park” is supported.

###### **Results from Main Hypothesis NO. 2**

In this test we intended to examine the level of workforce productivity of the said Industrial park from the point of view of male and female managers. The H0 was “there is no difference between the two” and the H1 was “there is a difference between the two”. Results from Hypothesis testing indicated that H0 is supported because P-Value = 0.94 and also  $P > 0.05$ . Therefore, H1 claiming: “there is a difference between male and female managers’ points of view about workforce productivity of the said Industrial park” is rejected.

###### **Results from Main Hypothesis NO. 3**

In this test we intended to examine the level of stress management put into practice in the said Industrial park from the point of view of male and female managers. The H0 was “there is no difference between the two” and the H1 was “there is a

difference between the two”. Results from Hypothesis testing indicated that H0 is supported because P-Value = 0.68 and also  $P > 0.05$ . Therefore, H1 claiming: “there is a difference between male and female managers’ executed level of stress management in the said Industrial park” is rejected.

###### **Results from Main Hypothesis NO. 4**

In this test we intended to examine the relationship between Individual characteristics of managers (e.g. Age, Education Level, Job Title, Employment Background and Employment Status) and workforce productivity of the said Industrial park. The H0 was “there is no relationship between the two and the H1 was” there is a relationship between the two”. Results from Hypothesis testing indicated that H0 is supported because P-Value of all these Individual characteristics of managers were larger than 0.05. Therefore, H1 claiming: “workforce productivity of the said Industrial park is under the influence of Individual characteristics of managers” is rejected.

###### **Results from Main Hypothesis NO. 5**

In this test we intended to examine the relationship between Individual characteristics of managers (e.g. Age, Education Level, Job Title, Employment Background and Employment Status) and stress management in the said industrial park. The H0 was “there is no relationship between the two and the H1 was” there is a relationship between the two”. Results from Hypothesis testing indicated that H0 is supported because P-Value of all these Individual characteristics of managers except Employment Background with a  $P=0.03$ , were larger than 0.05. Therefore, H1 claiming: “executed stress management in the said Industrial park is under the influence of Individual characteristics of managers” is rejected.

##### **Part (A): Results from Sub Hypotheses testing**

###### **Results from Sub Hypothesis NO. 1**

In this test we intended to examine the relationship between Respectful and responsible manager and workforce productivity of the said Industrial park. The H0 was “there is no relationship between the two” and the H1 was “there is a relationship between the two”. Results from Hypothesis testing indicated that H0 is rejected because P-Value = 0.005 and also  $P < 0.05$ . Therefore, H1 claiming: “there is a relationship between Respectful and responsible manager and workforce productivity of the said Industrial park” is supported.

###### **Results from Sub Hypothesis NO. 2**

In this test we intended to examine the relationship between Managing and communicating existing and future work and workforce productivity of the said Industrial park. The H0 was “there is no relationship between the two” and the H1 was “there is a relationship between the two”. Results from Hypothesis testing indicated that H0 is rejected because P-Value = 0.002 and also  $P < 0.05$ . Therefore, H1 claiming: “there is a relationship between Managing and communicating existing and future work and workforce productivity of the said Industrial park” is supported.

###### **Results from Sub Hypothesis NO. 3**

In this test we intended to examine the relationship between Managing the individual within the team and workforce productivity of the said Industrial park. The H0 was “there is no relationship between the two” and the H1 was “there is a relationship between the two”. Results from Hypothesis testing indicated that H0 is rejected because P-Value = 0.01 and also  $P < 0.05$ . Therefore, H1 claiming: “there is a relationship between Managing the individual within the team and workforce productivity of the said Industrial park” is supported.

#### Results from Sub Hypothesis NO. 4

In this test we intended to examine the relationship between Reasoning/managing difficult situations and workforce productivity of the said Industrial park. The H0 was "there is no relationship between the two" and the H1 was "there is a relationship between the two". Results from Hypothesis testing indicated that H0 is rejected because P-Value = 0.004 and also  $P < 0.05$ . Therefore, H1 claiming: "there is a relationship between Reasoning/managing difficult situations and workforce productivity of the said Industrial park" is supported.

#### Discussion and Conclusion

**In this section, results from analyzing Hypotheses testing will be discussed; a conclusion will be drawn and then will be compared with the results of other studies done before.**

As for determining the relationship between stress management and workforce productivity of the said Industrial Park, results indicated that there is a positive and significant correlation between the two. This result is consistent with the results from Soltani et al's studies (2008) by the title of "the impact of stress management training on students' educational advancement in female high schools of Tiran and Keroon in Isfahan". In this study, results indicated that stress management training has got a straight and significant correlation with students' educational advancement. This result is consistent with the results from Tahery Sartashnizi's studies (2008) by the title of "the impact of stress management training course on job stress ability related beliefs of teachers. In this study, results indicated that stress management training has got a straight and significant correlation with ability related beliefs of teachers.

As for determining the level of difference between male and female managers in terms of the stress management they execute, results indicated that there is no significant difference between the two. This result is inconsistent with the results from Robbins (1998); Cook, Hunsaker & Coffey's studies (1997). In these studies, results indicated that the individual characteristic of Sex influences participative management which is an aspect of Managing and communicating existing and future work (one of stress management factors).

As for determining the relationship between Individual characteristics of managers (e.g. Age, Education Level, Job Title, Employment Background and Employment Status) and workforce productivity of the said Industrial park, results indicated that none of these variables have a straight and strong impact on workforce productivity of the said Industrial park. This result is consistent with the results from Moshref Javadi et al's studies (2004) by the title of "effective factors on increasing physical education federation from the point of managers and experts and providing a Model". In this study, results indicated that the Individual characteristics of managers (Employment Background, Major and Education level) do not have any impact on workforce productivity and because  $p\text{-value} > 0.05$ , there was no significant difference between them.

As for determining the relationship between Individual characteristics of managers (e.g. Age, Education Level, Job Title, Employment Background and Employment Status) and executed stress management in the said Industrial park, results indicated that none of these variables have a straight and strong impact on executed stress management in the said Industrial park. This result is inconsistent with the results from Robbins (1998); Cook, Hunsaker & Coffey's studies (1997). In these studies, results indicated that Employment Background and Education Level influence participative management which is an

aspect of Managing and communicating existing and future work (one of stress management factors).

As for determining the relationship between Respectful and responsible manager and workforce productivity of the said Industrial park, results indicated that there is a positive and significant correlation between the two. This result is consistent with the results from Alavi Naeeni's study (1999) by the title of "examining managers' attitude towards the impact of factors reducing incentive on their performance in the Medical University of Isfahan". In this study, results indicated that when managers do not have integrity, this factor reduces incentive and influences their performance. As stated in the theoretical background, integrity is one of the aspects of Respectful and responsible manager (one of stress management factors). Also In this study, results indicated that not executing rules evenly for all would be reducing managers' incentive and influences performance. Executing rules evenly for all, as stated in the theoretical background refers to considerate approach which is one of the aspects of Respectful and responsible manager (one of stress management factors).

As for determining the relationship between Managing and communicating existing and future work and workforce productivity of the said Industrial park, results indicated that there is a positive and significant correlation between the two. This result is consistent with the results from Robbins (1997); Talebi(1994); Ansari(1996); Alborzi(1996); Amiran(1992); Islamipoor(1995) and Amini's studies(1996). In these studies, results indicated that participative management impacts workforce productivity. As stated in the theoretical background, participative management is one of the aspects of Managing and communicating existing and future work (one of stress management factors). This result is also consistent with the results from Tozihi(2002);Qasemi(2002) and Ahmadi's studies(2001). In these studies, results indicated that organizing and planning which are synonymous with proactive work management, impacts productivity. As stated in the theoretical background, proactive work management is one of the aspects of Managing and communicating existing and future work (one of stress management factors).

As for determining the relationship between Managing the individual within the team and workforce productivity of the said Industrial park, results indicated that there is a positive and significant correlation between the two. This result is consistent with the results from Alexi's study (2005) by the title of "examining the impact of effective factors on managers' productivity in governmental organizations located in Arizona University". In this study, results indicated that the role of human relations governing the organization, or to put it another way, being sociable impacts productivity. As stated in the theoretical background, being sociable is one of the aspects of Managing the individual within the team (one of stress management factors). This result is also consistent with the results from Sekro's study (2007) by the title of "examining the influencing factors on workforce productivity". In this study, results indicated that existing fundamental human relations which is synonymous with being sociable impacts productivity of managers. As stated in the theoretical background, being sociable is one of the aspects of Managing the individual within the team (one of stress management factors).

As for determining the relationship between Reasoning/managing difficult situations and workforce productivity of the said Industrial park, results indicated that

there is a positive and significant correlation between the two. This result is consistent with the results from Boluestino's study (1998). Also In this study, results indicated that manager's mistakes in correct utilization of organizational resources are a significant factor in reducing productivity and performance level of organizations. As stated in the theoretical background, utilization of organizational resources is one of the aspects of Reasoning/managing difficult situations (one of stress management factors).

#### **Research suggestions**

##### **Suggestions on the basis of results from first sub hypothesis testing**

For creating a significant relationship between Respectful and responsible manager and workforce productivity, managers must keep in mind that there is a relationship between Respectful and responsible manager and workforce productivity. Therefore, efforts for improving Respect and responsibility of managers will be among organizations' top duties. In the research literature, some ways were stated for improving this virtue. According to Donaldson et al (2011) for doing this, three competencies must be improved: integrity, managing emotions and considerate approach. They found out in their studies that displaying the following behaviors are important for improving these three competencies, which are as follows:

(A): Displaying behaviors which will strengthen the behavior virtue of integrity in managers (Op.cit, P: 71):

- Being a good role model;
- Keeping employees' issues private and confidential;
- Admitting their mistakes;
- Treating all team members with equal importance;
- Treating all team members with respect; and
- Being honest.

(B): Displaying behaviors which will strengthen the behavior virtue of managing emotions in managers (Ibid, P: 78):

- Having a positive approach;
- Acting calmly when under pressure;
- Walking away when feeling unable to control emotion;
- Apologizing for poor behavior; and
- Taking a consistent approach to managing.

(C): Displaying behaviors which will strengthen the behavior virtue of considerate approach in managers (Ibid, P: 82):

- Praising good work;
- Acknowledging employee's efforts;
- Operating a no blame culture;
- Passing positive feedback about the team to senior management;
- Being flexible when employees need time off; and
- Demonstrating consideration of employee's need for work-life balance.

##### **Suggestions on the basis of results from second sub hypothesis testing**

For creating a significant relationship between Managing and communicating existing and future work and workforce productivity, managers must keep in mind that there is a relationship between Managing and communicating existing and future work and workforce productivity. Therefore, efforts for improving Managing and communicating existing and future work will be among organizations' top duties. In the research literature, some ways were stated for improving this virtue. According to Donaldson et al (2011) for doing this, three competencies must be improved: proactive work management, problem solving and participation/ empowerment. They found

out in their studies that displaying the following behaviors are important for improving these three competencies, which are as follows:

(A): Displaying behaviors which will strengthen the behavior virtue of proactive work management in managers (Ibid, P: 90):

- Clearly communicating employee objectives;
- Developing action plans;
- Monitoring team workload on an ongoing basis;
- Encouraging the team to review how they organize their work;
- Stopping additional work being taken on when necessary;
- Working proactively;
- Seeing projects/ tasks through to delivery;
- Reviewing processes to see if work can be improved; and
- Prioritizing future workloads.

(B): Displaying behaviors which will strengthen the behavior virtue of problem solving in managers (Ibid, P: 102):

- Dealing rationally with problems
- Following up problems on the team's behalf
- Dealing with problems as soon as they arise
- Breaking problems down into parts

(C): Displaying behaviors which will strengthen the behavior virtue of participation/ empowerment in managers (Ibid, P: 106):

- Giving employees the right level of responsibility
- Trusting employees to do their own work
- Correctly judging when to consult and when to make a decision
- Keeping employees informed of what is happening in the organization
- Acting as a mentor
- Delegating work equally
- Helping employees to develop in their roles
- Encouraging team participation
- Providing employees with the opportunity to air their views
- Providing regular team meetings

##### **Suggestions on the basis of results from third sub hypothesis testing**

For creating a significant relationship between Managing the individual within the team and workforce productivity, managers must keep in mind that there is a relationship between Managing the individual within the team and workforce productivity. Therefore, efforts for improving Managing the individual within the team will be among organizations' top duties. In the research literature, some ways were stated for improving this virtue. According to Donaldson et al (2011) for doing this, three competencies must be improved: personally accessible, sociable and empathetic engagement. They found out in their studies that displaying the following behaviors are important for improving these three competencies, which are as follows:

(A): Displaying behaviors which will strengthen the behavior virtue of personally accessible in managers (Ibid, P: 126):

- Speaking to team members personally rather than using email
- Providing regular opportunities to speak on-to-one
- Returning calls and emails promptly
- Being available to talk to when needed
- Communicating that employees can talk to them at any time
- Having an open-door policy
- Making time to talk to employees at their desks

(B): Displaying behaviors which will strengthen the behavior virtue of being sociable in managers (Ibid, P: 133):

- Bring in treats
- Socialize with the team

- Be willing to have a laugh at work
  - Regularly have informal chats with employees
- (C): Displaying behaviors which will strengthen the behavior virtue of empathetic engagement in managers (Ibid, P: 139):
- Encourage employees' input in discussions
  - Listen when employees ask for help
  - Make an effort to find out what motivates employees at work
  - Try to see team member's point of view
  - Take an interest in the team members' lives outside of work
  - Regularly ask "how are you?"
  - Treat all team members with equal importance

#### **Suggestions on the basis of results from fourth sub hypothesis testing**

For creating a significant relationship between Reasoning/managing difficult situations and workforce productivity, managers must keep in mind that there is a relationship between Reasoning/managing difficult situations and workforce productivity. Therefore, efforts for improving Reasoning/managing difficult situations will be among organizations' top duties. In the research literature, some ways were stated for improving this virtue. According to Donaldson et al (2011) for doing this, three competencies must be improved: managing conflict, use of organizational resources and taking responsibility for resolving issues. They found out in their studies that displaying the following behaviors are important for improving these three competencies, which are as follows:

(A): Displaying behaviors which will strengthen the behavior virtue of managing conflict in managers (Ibid, P: 150):

- Act as a mediator in conflict situations
- Deal with squabbles before they become arguments
- Deal objectively with conflicts
- Deal with conflicts head on

(B): Displaying behaviors which will strengthen the behavior virtue of use of organizational resources in managers (Ibid, P: 158):

- Seeks advice from other managers when necessary
- Uses HR as a resource to help deal with problems
- Seeks help from occupational health when necessary

(C): Displaying behaviors which will strengthen the behavior virtue of taking responsibility for resolving issues in managers (Ibid, P: 165):

- Follow up conflicts after resolution
- Supports employees through incidents of abuse
- Make it clear they will take ultimate responsibility if things go wrong

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