

THE INTERNATIONAL JOURNAL OF BUSINESS & MANAGEMENT

The Effect of Job Stress on the Motivation of the Employee and the Practice Intended for It

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Abstract:

The aim of this study is to define what kind of a relationship there is between job motivation and job stress of the employees. The relationship between stress and motivation has been studied on the employees in the municipality in the implementation section. In accordance with the study, the method of survey was used to define the relationship between job stress and job motivation. The data which was gathered in this study was obtained by conducting a survey including 100 questions to the 211 personnel who work at Directorate of Development, Directorate of Support Services and Directorate of Public Security Services and Technical Works at Zeytinburnu Municipality.

Keywords: Motivation, theories of motivation, stress, factors of stress, the methods of coping with stress, stress and motivation of the workers

1. Introduction

Today globalization has already been accepted as a reality. Business world has started to see the environment that it is in competition with as "the world" by taking its share from the globalization with this acceptance. The companies and public institutions which have to admit the whole world as the arena or small scaled ones that choose only the home country as the arena have to motivate the employees ideally in order to exist in the financial world. Therefore, motivation has started to be one of the most important concepts in the business world. Also, not only the notion of motivation but also the notion of stress which sometimes has good or bad influences on the employees have become one of the crucial subjects that has to be considered.

2. Stress

The concept of stress has been used by young and old alike, and it became a term which affects us in a negative way even when we hear it. However, we cannot take it out of our lives. We should learn how to cope with stress as we are not able to get rid of the causes of it. On the other hand, in addition to being a notion that is hard to write, talk and deal with, it has the power to create positive effect like motivating people.

The word of stress is used to describe a trouble, problem or sorrow in 1700's but it is used to describe a force, power or difficulty in 1900's. As a Latin word stress derived from the word "Estrictia" (Güney, 2013:320).

Stress is a reality in life, that has physical, psychological and behavioral effects and has an influence on a person's productivity level and the quality of the job s/he does (Ersarı, Naktiyok, 2012:84). It is the common reaction of the individual to the environmental stimulants (Güçlü, 2001: 92). It is the process of adaptation to the internal and external factors that cause physical, psychological and behavioral changes in the managers of the organization (Güney, 2012a:283).

Stress is the physical, psychological and behavioral reaction that we give to the difficulties that we cannot handle (Karabacak, 2010:68). It is the complete reaction of the individual to the positive or negative changes either in his physical or psychological nature or surroundings (Çakır, 2006:3).

According to Canon, it is the physical stimulants that we need to have to rebalance our physical structure which is destroyed by the undesirable external factors. According to Lazarus, it is the total of the relationships that force the individual himself because of the personality characteristics (Soysal, 2009a:18).

Hans Selye who is one of the most eminent people that gave a scientific description of stress, divided the reaction of the body in stressful situations into three phases as a result of his experiments and he called it "General Adaptation Syndrome" (Güçlü, 2001:93).

The phases of stress can be examined in three sections. The human body has three main phases as the alarm phase, the resistance phase and the exhaustion phase in this situation (Ataman, 2009:586). The alarm phase is the stage that the organism is aware of the cause of the stress and tries to protect itself (Güçlü, 2001:94). The alarm phase is followed by the "adaptation" or "resistance" phase. If there is adaptation to the factors of stress, everything gets back to normal. In the resistance phase, the individual struggles with the problem causing stress and acts like a person who is

distressed (Ergül, 2012:10). The most important indicator of the exhaustion phase is the reappearance of the reactions of the alarm phase which actually lose impact in the resistance phase. If the organism loses all the energy that it uses in the resistance phase to cope with stress in the exhaustion phase, result will be death. If the distressed person has some energy, s/he may have some illnesses due to the stress (Eşsizoglu, Işıklı, Güleç, Aksaray, Yenilmez, Kirel, 2013:12).

There are individualistic, in group and organizational resources and related results of stress. Being exposed to stress for a long time may cause physical and psychological problems on employees. According to the studies, stress leads employees to different endings like quitting job. It is necessary to keep the level of stress to raise the productivity, job satisfaction and contribution of the employee.

Individualistic stress resources stem from personality, age, physical condition, life standards and family of the person. For instance, personality is a factor that affects the person's professional life directly. If the person's personality is not in harmony with the job he does, it is inevitable to have chronic stress (Aydın, 2008:29-31). The factor of age becomes the stress resource in adulthood and later on. There can be physical and mental regression and changes at these ages. The employees are not able to deal with work tempo and overtime and they cannot keep up with younger colleagues. People feel themselves more tired, more useless, exhausted and near death (Soysal, 2009a:27).

Women are exposed to high level of stress because of being more sensitive and emotional, having more responsibilities compared to men, negative behaviors to women at work, psychological abuse and the difficulty level of work (Özmutaf, 2006:77). Employees are under stress in high or low levels during their lifetime. The employees who change position are prone to learn new things, work with different people and have more responsibility. Therefore, they may have some difficulties in adapting the new environment. This situation causes stress for the employees (Yılmaz, 2012:118).

In-group stress resources can be divided into different groups. Some are lack of collaboration in group, lack of social support, conflicts between employees and groups, unrest in group, lack of harmony between employees or groups and gossip in group (Gümüştekin, Öztemiz, 2005:275).

When the organizational stress resources are taken into consideration, the most important ones are caused by work life. There are a lot of stress resources related with structure of the job. Some are excessive work load, low pay, monotonous job, boring job, lack of promotion, long work hours and poor work conditions (Güney, 2013:325).

The second organizational stress resource is the one related with management style. The managers in an organization get their power from the structure of the management. Employees often do what their managers want not the thing that should be done. The expectations of the managers are various according to the management style of the organization. That's why, the stress resources caused by the management style affect the employees to a great extent (Çınar, 2010:19). The managers who are in charge of giving decisions for the organization should choose the best for both his own success and the success of the organization. This process totally becomes the resource of stress (Aydın, 2008:50). Providing the participation of the employees in the decision-making process for the managers is an important factor for the prevention of stress. When the employees start to get responsibility, ambiguities and conflicts will come to an end. Therefore, the levels of stress will decline (Aydın, 2004:63).

Giving responsibilities to the employees more than they can handle or perceiving these responsibilities as if they cannot cope with is also a resource of stress. Thus, employees need to have the right perception about their responsibilities at work (Yılmaz, 2012:15). If the authority given to the employees is not sufficient, this also becomes a factor of stress. When the level of authority is not enough to fulfil the responsibilities or the positions in the organization is not definite, the results may be lack of motivation, uprising or losing interest in the job (Soysal, 2009b:341). The process of recruitment of the needed employees and making them work in the organization, enhancing their efforts and motivation, determining the strategies, policies and systems in order to reach the aims of the organization and making them real are called the rewarding management. This management cannot be done with just money, also internal and external motivation and tangible and intangible rewards are needed (Canman, 2000:231). If employees are not considered by the managers, they may think like this: "Nobody cares what I do; I think I am not appreciated, I will never be successful." or "They must know me. They should tell me that I am useful. As nobody does this, it means I am too useless." These pessimistic thoughts cause problems (Klarreich, 1993:129). Employees need support by their managers. If there is no support, people feel themselves useless and this causes stress.

Production process consists of all the stages of production in a company. There are employees, managers and the equipment in these stages. For this reason, the harmony between these factors is very important for the stress resources that can be faced during this process. Lack of equipment, incompatibility of the skills for the production and not meeting the needs can be some of the stress resources in the production process.

Cultural structure of the organization is full of stress resources for the employees. Cultural structure is formed by the values and criteria of the employees in an organization. The cultural structure owned by the organization not only provides the order and sustainability but also increases the legal sanction force. Incompatibility with the common values and rules in work life, having different viewpoints, inferiority of the position, job dissatisfaction and lack of mood can be mentioned as stress resources of cultural structure of the organization (Güney, 2012b:415).

There are some symptoms of stress. These can be physical (high blood pressure, sweating, shortness of breath, allergy, headache, feeling exhausted, nausea), behavioral (Smoking, sleepiness, insomnia, eating much, anorexia, drinking alcohol) and psychologic (feeling tense, inability to get on well with others, lack of cooperation, feeling worried, feeling useless, depression) (Güney, 2012a:307-310, s Yılmaz, 2012:21-22, Gillet, Pietroni, 1990: 21, Aydın, 2008:89-91, Sabuncuoğlu, Tüz, 1996:152). The level of being affected by the stress resources can be changed from person to person. According to the researches, low level of stress may have positive effects on the success of the individual. Especially the people who need to be creative at work get the help of low level of stress at work (Sabuncuoğlu, Tüz, 1996:148-149).

Work is the most important factor as a stress resource and work stress is eminent at the point of psychological, physical and organizational behavior. According to Steers, it causes physical and psychological ruin and has an influence on the employees' and managers' health and success. In addition, stress is the main cause of labor turnover and irregular attendance at work. The employees under stress not only affect each other but also the security of the society. If an air traffic controller works under stress, this may lead to the situations which put the security of the society in danger (Ertekin, 1993:149).

The effects of stress are labor turnover, lack of productivity, alienation, feeling exhausted, occupational accidents and quitting job (Güney, 2013:342). If the labor turnover in a company is too much, also the level of stress of the employees there will be high there (Sabuncuoğlu, Tüz, 1996:154)

There is a direct relationship between stress and productivity. Stress is an effective factor on the performance of the employee. If it affects the performance of the employee in a negative way, productivity goes down. Alienation is described by the behavioral scientists like this: "Employees become uninterested and carefree to the aims of the organization, principles and rules, colleagues, themselves and various organizational and environmental problems." The main cause of alienation is the stress caused by dissatisfactory work environment and rules owing to disappointment (Çınar, 2010:29). Feeling exhausted is described as professional type of stress which ends in the loss of energy and power of the people who work at human-related jobs and also emotional exhaustion as a result of not meeting the needs. It can be examined as failure, emotional exhaustion and desensitization. Because of exhaustion, employees tend to quit their job or change it. As a result of dangerous behaviors of the employees, industrial injuries become inevitable. In this condition, health expenses and insurance costs increase. When the employees are not satisfied with the work conditions, they perform disruptive and active actions which are considered as the intention to leave job (Onay, Kılıç, 2011:365). According to the researches there is a negative-oriented relationship between job satisfaction and organizational commitment and intention to leave job.

It is necessary to remove all the negativities created by the stress in individuals and organizations and to define stress management strategies to overcome stress in the organizational level. Identifying, diminishing or even getting rid of all the stress groups, informing employees about stress, leading them, making them experience stress, making them aware of the effects of stress will make the employees more powerful about facing stress (Örücü, Kılıç, Ergül, 2011:7).

Individualistic methods to cope with stress are taking care of diet, exercising, decreasing the level of stress by using biological feedback tools, meditation, breathing techniques, relaxation techniques, social support to deal with stress, participation to the social and sports facilities to spend time after work, relaxation with massage time management to have stress under control. (Ersarı, Naktiyok, 2012:85, Güney, 2012b:432, Karagül, 2011:36, Koşoçaydan, 2011:38-39, Güney, 2013:345-348, Hisli Şahin, 1994:104, Altıntaş, 2003:156-157, Yıldırım, 1991:181-185, Solmuş, 2010:49, Klarreich, 1993:64-65, Çınar, 2010:32).

Organizational methods to cope with stress are making work conditions better, providing job security, forming healthy communication and management style, increasing motivation by flexible working hours, giving personnel support programs, supporting personal development, effective performance assessment and establishing rewarding system, decreasing work load and increasing job satisfaction. (Soysal, 2009a:33-37, İşcan, Sayın, 2010:199-200, Koşoçaydan, 2011:74, Sabuncuoğlu, Tüz, 1996:157-158, Erdil, Keskin, İmamoğlu, Erat, 2004:21, Yamuç, Türker, 2014:26, Ertürk, 2007:250, Uysal, Akbulut, Ertan, 2015:981-982, İldız, 2009:7-8-9).

3. Motivation

The word "motivation" derived from "movere", "motum" in Latin and means "manipulation, activation" (Albayrak, 2015:63).

Motivation is defining the aim and using the energy to reach that aim technically. When it is considered in the context of emotional intelligence, it means starting and finishing an action as a means of emotional structure (Johnson, 2016:104). Motivation is an umbrella concept consisting of the concepts of desire, need, interest and impulse. It is necessary to examine individual's behavior style, aims, opportunity to continue their behavior to understand motivation process (Koçel, 2011:619). It is all the efforts to make one person or more people perform in a definite way constantly (Karakaya, Ay, 2007:56).

Motivation is a concept which can be commented on as a result of individuals' behaviors. Because motivation cannot be observed or examined by using a microscope. It is possible to reach the factors that affect motivation by evaluating human behavior. Therefore, the managers in organizations should develop models and applications to evaluate personnel behavior and motivate them (Güney, 2012a:247).

Today, as the changes come true rapidly and the competition goes up, organizations should use the human resources as the main base well to be successful and to provide the sustainability of the organization. Thus, the employees should be motivated according to the organization's targets. The employees who has lack of motivation cannot use their capacity effectively and efficiently for the organization's aims.

There are two elements of motivation, one is motivating individual and the other one is the individual being motivated. Providing motivation for both of these individuals requires the needs of these two people come together in a common point. In work life, motivating person is manager and the person being motivated is employee. The managers should know the motivation factors to make employees work more efficiently, effectively, quickly and happily. Motivation of the employee is the whole drives, power and effects that result in reaching the aim (Tınaz, 2013:14).

Motivation is important for employees, managers and organizations. Productivity and success of the employees and managers at work increase the sustainability, the power of competition and economical level.

The employees work to carry out the activities defined in the organizations and they also work to make these activities go on. If the motivation of the employees is provided the productivity of the employees will be higher and the organization will survive for a long time. The factors that affect the success of the employees are abilities and motivation. Motivation is one of the factors that define performance of the employee. Even if the employee has the necessary ability and the educational background, if this person lacks motivation, it is not possible to get sufficient productivity from that person (Taşdemir, 2013:15).

Being motivated in a good way enables the employees to make effort to continue their career, develop themselves and focus on success. High level of motivation affects the employee positively in all situations.

Management covers all the activities that are done to fulfil organizational aims by evaluating all the sources including human resources. Management is a kind of coordination and focuses on human. A manager is needed to manage. The manager is the decision-maker. Managers need to motivate the employees who are in the same unit according to the organization's targets(Taşdemir, 2013:13).

Organizational motivation is forming the atmosphere to meet the needs of the organization and employees and make them want to be active. Motivation provides the increase in the harmony of the employees to the general aims of the organization, "coordination" and job satisfaction. In the organizations whose level of motivation is low, the value of "I" instead of "we" will become prominent so the coordination level will be low and the workplace will have a tense atmosphere(Gürün, 2009:7). Nowadays, motivation of the employers and the productivity that will be got as a result of this motivation is crucial in this developing financial world.

Some economic, psycho-social and social tools are used to motivate employees. Economic tools are pay rise, bonus pay, profit share, rewarding with pay, etc. Psycho-social tools are working independently, recognition of power, change in social status, opportunity to personal development, psychological warranty, give importance to the person, etc. Social tools are organizational and managerial tools, forming unity of purpose, delegation of authority, participation in decision-making process, establishment of effective communication system and making the physical conditions better (Sezici, 2008:178-179, Güney. 2012b:332).

Firstly, we create stress by ourselves, even we know what to do, when we do not do the necessary things, we feel anxious. Then the result is stress. The second source of stress is work life and it is followed by our social life, economic factors and general life flow. As our work life covers most of our life, generally we face with stress in our work life. The people who have work stress experience not getting on well with family members or colleagues, miscommunication with the people around, exhaustion, alienation to work, lack of quality of his work, lack of productivity at work, being late to work, quitting job, depression, anxiety, lack of creativity and productivity, lack of concentration, lack of self-confidence, not being happy with life and work, psychological and physical health problems.

All these listed have adverse effects on motivation. People who are under stress come across with low level of motivation. The success of the employees is connected with their motivation. The employees who work at the organizations which have high level of motivation work happily, peacefully, confidently and comfortably. They fulfil their responsibilities more creatively, more participating and by being more concentrated. In the organizations with no motivation, there are problems like giving no value to the work of the employees, having no commitment as the management does not know what the employees expect, high level of turnover and leaving job. This has a negative effect on the sustainability and being profitable of the organization.

4. The Effect of Job Stress on the Motivation of the Employee and the Practice Intended for it

According to the data in 2018 by the Ministry of the Interior, there are 1398 municipalities including 30 metropolitan municipality, 51 provincial municipality, 519 metropolitan sub-provincial municipality, 402 district municipality, 396 town municipality.

The effect of work stress on the motivation of the employees has been examined through an application in this part and according to the results some suggestions to decrease work stress have been given.

4.1. The Purpose and Importance of the Study

The purpose of this study is to examine the effect of work stress on the employees' motivation and to identify the relationship level between work stress and motivation.

The levels of work stress and motivation of the people who work at municipalities and the relationship between them are defined by the survey applied to the employees at the municipalities, it will be possible to contribute to the productivity and performance of the institutions.

4.2. Method, and Sample of the Study Universe

This study is done to examine the relationship between job stress and motivation and 211 personnel who work at Directorate of Development, Directorate of Support Services and Directorate of Public Security Services and Technical Works at Zeytinburnu Municipality form the universe of the study. In addition, 211 personnel who work at Directorate of Development, Directorate of Support Services and Directorate of Public Security Services and Technical Works at Zeytinburnu Municipality form the sample of the study. All the employees at the mentioned departments gave answers to the questionnaire.

Respondents gave answers according to their own opinions. The questionnaire is relevant and reliable. The statistical techniques which were applied and the data which was got was accepted to be sufficient to reach the purpose of the study.

The questionnaire including 100 questions was taken from the study called "The Effect of Work Stress on the Motivation and An Application (Law Enforcement Agency) and prepared by Seçil Gürün and adapted to get the data for the study.

The questionnaire includes four sections. In the first section, there are demographical questions. In the second section, there are questions related with the causes of stress. In the third section there are questions related with the effects of stress and in the fourth section there are questions about the motivation tools.

Whole data of the study was analyzed by using SPSS 22.0. According to the type of the variable, Independent T test, Anova, Kruskal Wallis Test were used in the inter-group comparisons. The relationships between variables were investigated by correlation and regression.

4.3. Hypotheses of the Study

Hypotheses related with the survey of the causes of stress are:

- Hypothesis 1:
 - H₀: According to age groups there is no difference in cause of stress score average.
 - H₁: According to age groups there is difference in cause of stress score average.
- Hypothesis 2:
 - H₀: According to the gender, there is no difference in cause of stress score average.
 - H₁: According to the gender, there is difference in cause of stress score average.
- Hypothesis 3:
 - H₀: According to the marital status, there is no difference in cause of stress score average.
 - H₁: According to the marital status, there is difference in cause of stress score average.
- Hypothesis 4:
 - H₀: According to the educational background, there is no difference in cause of stress score average.
 - H₁: According to the educational background, there is difference in cause of stress score average.
- Hypothesis 5:
 - H₀: According to the frequency of in-service training, there is no difference in cause of stress score average.
 - H₁: According to the frequency of in-service training, there is difference in cause of stress score average.
- Hypothesis 6:
 - H₀: According to the length of service, there is no difference in cause of stress score average.
 - H₁: According to the length of service, there is difference in cause of stress score average.
- Hypothesis 7:
 - H₀: According to the position at work, there is no difference in cause of stress score average.
 - H₁: According to the position at work, there is difference in cause of stress score average.
- Hypothesis 8:
 - H₀: According to the weekly working hours, there is no difference in cause of stress score average.
 - H₁: According to the weekly working hours, there is difference in cause of stress score average.
- Hypothesis 9:
 - H₀: According to the income status, there is no difference in cause of stress score average.
 - H₁: According to the income status, there is difference in cause of stress score average.
- Hypothesis 10:
 - H₀: According to the housing, there is no difference in cause of stress score average.
 - H₁: According to the housing, there is difference in cause of stress score average.
- Hypothesis 11:
 - H₀: According to the number of dependents, there is no difference in cause of stress score average.
 - H₁: According to the number of dependents, there is difference in cause of stress score average.

Hypotheses related with the effects of stress are:

- Hypothesis 1:
 - H₀: According to age groups, there is no difference in effect of stress score average.
 - H₁: According to age groups, there is difference in effect of stress score average.
- Hypothesis 2:
 - H₀: According to gender, there is no difference in effect of stress score average.
 - H₁: According to gender, there is difference in effect of stress score average.
- Hypothesis 3:
 - H₀: According to marital status, there is no difference in effect of stress score average.
 - H₁: According to marital status, there is difference in effect of stress score average.
- Hypothesis 4:
 - H₀: According to educational background, there is no difference in effect of stress score average.
 - H₁: According to educational background, there is difference in effect of stress score average.
- Hypothesis 5:
 - H₀: According to the frequency of in-service training, there is no difference in effect of stress score average.
 - H₁: According to the frequency of in-service training, there is difference in effect of stress score average.
- Hypothesis 6:
 - H₀: According to the length of service, there is no difference in effect of stress score average.

- H₁: According to the length of service, there is difference in effect of stress score average.
- Hypothesis 7:
- H₀: According to the position at work, there is no difference in effect of stress score average.
- H₁: According to the position at work, there is difference in effect of stress score average.
- Hypothesis 8:
- H₀: According to the weekly working hours, there is no difference in effect of stress score average.
- H₁: According to the weekly working hours, there is difference in effect of stress score average.
- Hypothesis 9:
- H₀: According to the income status, there is no difference in effect of stress score average.
- H₁: According to the income status, there is difference in effect of stress score average.
- Hypothesis 10:
- H₀: According to the housing, there is no difference in effect of stress score average.
- H₁: According to the housing, there is difference in effect of stress score average.
- Hypothesis 11:
- H₀: According to the number of dependents, there is no difference in effect of stress score average.
- H₁: According to the number of dependents, there is difference in effect of stress score average.
- Hypotheses related with motivation tools survey are:
- Hypothesis 1:
- H₀: According to the age groups, there is no difference in effect of motivation score average.
- H₁: According to the age groups, there is difference in effect of motivation score average.
- Hypothesis 2:
- H₀: According to gender, there is no difference in effect of motivation score average.
- H₁: According to gender, there is difference in effect of motivation score average.
- Hypothesis 3:
- H₀: According to marital status, there is no difference in effect of motivation score average.
- H₁: According to marital status, there is difference in effect of motivation score average.
- Hypothesis 4:
- H₀: According to educational background, there is no difference in effect of motivation score average.
- H₁: According to educational background, there is difference in effect of motivation score average.
- Hypothesis 5:
- H₀: According to the frequency of in-service training, there is no difference in effect of motivation score average.
- H₁: According to the frequency of in-service training, there is difference in effect of motivation score average.
- Hypothesis 6:
- H₀: According to the length of service, there is no difference in effect of motivation score average.
- H₁: According to the length of service, there is difference in effect of motivation score average.
- Hypothesis 7:
- H₀: According to the position at work, there is no difference in effect of motivation score average.
- H₁: According to the position at work, there is difference in effect of motivation score average.
- Hypothesis 8:
- H₀: According to the weekly working hours, there is no difference in effect of motivation score average.
- H₁: According to the weekly working hours, there is difference in effect of motivation score average.
- Hypothesis 9:
- H₀: According to income status, there is no difference in effect of motivation score average.
- H₁: According to income status, there is difference in effect of motivation score average.
- Hypothesis 10:
- H₀: According to housing, there is no difference in effect of motivation score average.
- H₁: According to housing, there is difference in effect of motivation score average.
- Hypothesis 11:
- H₀: According to the number of dependents, there is no difference in effect of motivation score average.
- H₁: According to the number of dependents, there is difference in effect of motivation score average.
- Hypotheses related with examination of surveys of causes of stress, effects of stress and motivation tools by correlation analysis:
- Hypothesis 1:
- H₀: There is no significant relationship between motivation tools survey and causes of stress survey.
- H₁: There is significant relationship between motivation tools survey and causes of stress survey.
- Hypothesis 2:
- H₀: There is no significant relationship between motivation tools survey and effects of stress survey.
- H₁: There is significant relationship between motivation tools survey and effects of stress survey.
- Hypothesis 3:
- H₀: There is no significant relationship between causes of stress survey and effects of stress survey.
- H₁: There is significant relationship between causes of stress survey and effects of stress survey.

Hypotheses related with examination of surveys of causes of stress, effects of stress and motivation tools by regression analysis:

- **Hypothesis 1:**
 - H_0 : Regression model is not significant.
 - H_1 : Regression model is significant.
- **Hypothesis 2:**
 - H_0 : Regression coefficient is not significant ($\beta=0$).
 - H_1 : Regression coefficient is significant ($\beta \neq 0$).

4.4. Statistical Analysis

The whole data was analyzed by using SPSS 22.0. Presentation of continuous data was given with median (minimum-maximum) and (mean \pm standarddeviation). Data compatibility with the normal distribution was tested with Shapiro Wilk Test. Independent T test and ANOVA Test were used to compare between mean values for continuous data which displayed normal distribution after the test. Mann-Whitney U Test and Kruskal Wallis Test were used for the continuous data which did not display normal distribution. The relationship between continuous variables was examined with Spearman correlation coefficient. The causes of the relationships between variables were examined with Multilinear Regression Analysis, level of statistical significance is $p < 0,05$.

4.5. Reliability Analysis

The range of reliability analysis of Causes of Stress, Effects of Stress, Motivation Tools Survey has been shown in Table 1. According to the table, it can be seen that the level of reliability for all the surveys is quite high.

The evaluation criteria for the Cronbach's Alfa coefficient;

If $0,00 \leq \alpha \leq 0,40$ is, the survey is not reliable.

If $0,40 \leq \alpha \leq 0,60$ is, the level of reliability is low.

If $0,60 \leq \alpha \leq 0,80$ is, the survey is quite reliable.

If $0,80 \leq \alpha \leq 1,00$ is, the level of reliability is high.

Survey	Cronbach's Alfa	Number of Questions
Causes of Stress	0,945	53
Effects of Stress	0,941	21
Motivation Tools	0,896	26

Table 1: The Table for the Reliability Analysis for the Causes of Stress, Effects of Stress Motivation Tools Survey

4.6. Findings

The number of people who participated in the survey is 211, there was not a respondent under the age of 20. There was just 1 person who got in-service training a few times in a week, this person was added to the group who got training once a week. There were 2 people who worked more than 70 hours, these people were added to the group of 60-70 hours and this group's name was coded as more than 60 hours. The number of people who graduated from Primary school was 4 and the number of people who graduated from Secondary school was 3; these people were not taken into consideration in the analysis. The number of people who got minimum wage was 2, these people were excluded from the analysis of income status. The number of people who lived in a lodging was 3, these people were excluded from the analysis of type of housing. The frequency number of the people who had more than 6 dependents were 3, these people were left out of the scope.

Range of demographic features of the respondents is given in Table 2.

Variable	N	%
Age		
21-25	20	9,5
26-30	56	26,5
31-35	53	25,1
36-40	30	14,2
41 and more	52	24,6
Total	211	100
Gender		
Female	85	40,3
Male	126	59,7
Total	211	100

Variable	N	%
Marital Status		
Married	142	67,3
Single	62	29,4
Divorced	7	3,3
Total	211	100
Educational Background		
Primary School	4	1,9
Secondary School	3	1,4
High School	53	25,1
Undergraduate	135	64
Graduate	16	7,6
Total	211	100

Table 2: Demographic Features of the Respondents

As can be seen, 9,5% of the respondents are between the ages of 21-25, 26,5% are between the ages of 26-30, 25,1% are between the ages of 31-35, 14,2% are between the ages of 36-40 and 24,6% are between the ages of 36-40. 40,3% of the respondents are female and 59,7% of them are male. According to the table, most of the respondents are married and they have an undergraduate degree.

Range of employee features of the respondents are given in Table 3.

Variable	N	%
Frequency of In-service Training		
A few times a month	16	7,6
A few times a year	160	75,8
Never	35	16,6
Total	211	100
Length of Service		
Less than 1 Year	14	6,6
1-3 Years	52	24,6
4-6 Years	45	21,3
7-10 Years	49	23,2
More than 10 Years	51	24,2
Total	211	100
Position at Work		
Office Clerk	73	34,6
Technician	63	29,9
Manager	8	3,8
Assistant Manager	15	7,1
Other	52	24,6
Total	211	100
Weekly Working Hours		
40 Hours	83	39,3
40-60 Hours	117	55,5
More than 60 Hours	11	5,2
Total	211	100
Income Status		
Minimum Wage	3	1,4
1301-2000 TL	25	11,8
2001-3000 TL	112	53,1
3000 and more TL	71	33,6
Total	211	100
Type of Housing		
Own House	109	51,7
Rent	82	38,9
Lodging	3	1,4
Other	17	8,1
Total	211	100
Number of Dependents		
1-3 people	166	78,7
4-6 people	42	19,9
More than 6	3	1,4
Total	211	100,0

Table 3: The Data of the Respondents Related With the Work and Life Conditions Variables

It can be seen in the table that most of the respondents get in-service training once a year. There are only few respondents who work less than a year, 24,6% work for 1-3 years, 21,3% work for 4-6 years, 23,2% work for 7-10 years and 24,2% work for more than 10 years.

When the range of the respondents in terms of position at work is taken into consideration, 34,6% is office clerk, 29,9% is technician, 3,8% is manager, 7,1% is assistant manager and 24,6% has other jobs.

Most of the respondents work for 40-60 hours a week and the average income of most of the respondents is between 2001-3000 TL. The number of people who get minimum wage is extremely low. Half of the respondents live in their own house and the number of people who live in a lodging is quite low. More than half of the respondents have between 1-3 dependents.

- Hypothesis Tests Related with Causes of Stress Survey:

Hypotheses Tests Related with Causes of Stress Survey were examined by ANOVA and Independent T-Test results.

There is no significant difference in terms of causes of stress between age ($p=0,106>0,05$), gender ($p=0,638>0,05$), marital status ($p=0,981>0,05$), educational background ($p=0,556>0,05$), frequency of in-service training ($p=0,056>0,05$), position at work ($p=0,203>0,05$), weekly working hours ($p=0,052>0,05$), income status ($p=0,490>0,05$), housing ($p=0,599>0,05$), the number of dependents ($p=0,730>0,05$).

As a result of Hypothesis Tests;

- H0: According to the length of service, there is no difference in cause of stress score average.
- H1: According to the length of service, there is difference in cause of stress score average.

According to the causes of stress survey there is significant difference at only groups of length of service ($p=0,008<0,05$). The reason for this difference was studied by doing paired comparison with Tukey Test. According to the test results, the causes of stress scores of the people who work for 1-3 years are significantly higher than the people who work for 7-10 years. Although they work less than the others, they deal with the factors that cause stress better. As they have less experience, they may not be aware of the problems that they may come across or as they have less experience, they may have less expectations in comparison with the people who work for more than them.

- Hypothesis Tests Related with The Effects of Stress Survey:

Hypotheses formed according to the effects of stress survey were examined according to Kruskal Wallis Test and Mann-Whitney U Test results.

There is no significant difference in terms of the effects of stress between age ($p=0,226>0,05$), gender ($p=0,262>0,05$), marital status ($p=0,606>0,05$), educational background ($p=0,090>0,05$), frequency of in-service training ($p=0,198>0,05$), length of service ($p=0,236>0,05$), position at work ($p=0,814>0,05$), weekly working hours ($p=0,058>0,05$), income status ($p=0,599>0,05$), housing ($p=0,872>0,05$), the number of dependents ($p=0,284>0,05$).

- Hypothesis Tests Related with Motivation Tools Survey:

Hypotheses formed according to the motivation tools survey were examined according to ANOVA, Independent T and Kruskal Wallis Test results.

There is no significant difference in terms of motivation tools between age ($p=0,257>0,05$), gender ($p=0,195>0,05$), marital status ($p=0,958>0,05$), educational background ($p=0,144>0,05$), length of service ($p=0,089>0,05$), position at work ($p=0,150>0,05$), weekly working hours ($p=0,657>0,05$), income status ($p=0,307>0,05$), housing ($p=0,768>0,05$), the number of dependents ($p=0,730>0,05$).

As a result of Hypothesis Tests:

- H0: According to the frequency of in-service training, there is no difference in effect of motivation score average.
- H1: According to the frequency of in-service training, there is difference in effect of motivation score average.

According to motivation tools survey scores, there is significant difference only between the groups of people who get in-service training ($p=0,043<0,05$).

The reason for this difference was examined by doing paired comparisons with Turkey test and it was understood that the motivation scores of the people who get in-service training a few times a month is significantly higher than the people who get in-service training a few times a year. Therefore, it can be said that when the number of in-service training increases also the level of motivation increases. Because of the in-service training employees have information and self-confidence so they have more motivation.

Investigation of Causes of Stress, Effects of Stress and Motivation Tools Surveys with Correlation Analysis:

- Hypothesis 1:

- H₀: There is no significant relationship between motivation tools survey and causes of stress survey.
- H₁: There is significant relationship between motivation tools survey and causes of stress survey.

- Hypothesis 2:

- H₀: There is no significant relationship between motivation tools survey and effects of stress survey.
- H₁: There is significant relationship between motivation tools survey and effects of stress survey.

- Hypothesis 3:

- H₀: There is no significant relationship between causes of stress survey and effects of stress survey.
- H₁: There is significant relationship between causes of stress survey and effects of stress survey.

There is at the mid-range, negative and significant relationship between motivation survey and causes of stress survey (Hypothesis 1) ($r=-0,449$; $p=0,001$). As the correlation coefficient is negative, it means there is adverse relationship between variables. When the correlation coefficient is taken into consideration, it can be said that as the causes of stress get more and more, individual's motivation gets lower.

There is at the low-range, negative and significant relationship between variables when the relationship between motivation tools survey and effects of stress survey is examined (Hypothesis 2) ($r=-0,369;p=0,001$). There is adverse relationship between the variables of motivation and effects of stress. The effects of stress have negative effects on people's motivation.

When the causes of stress and effects of stress surveys are examined (Hypothesis 3), there is at the high-range and positive relationship ($r=0,706;p=0,001$). Between causes of stress and effects of stress there is relationship at the same direction. The more are the factors of stress, the more the effects of stress.

Examination of Causes of Stress, Effects of Stress and Motivation Tools Surveys with Regression Analysis:

- Hypothesis 1:
 - H_0 : Regression model is not significant.
 - H_1 : Regression model is significant.
- Hypothesis 2:
 - H_0 : Regression coefficient is not significant ($\beta=0$).
 - H_1 : Regression coefficient is significant ($\beta \neq 0$).

Correlation coefficients was examined with t statistics, causes of stress ($p=0,001$) was significant and its effect on motivation was 21,9% in a negative way. Effects of stress ($p=0,957$) survey is not significant. After the multilinear regression analysis explanatoriness coefficient is 0,201 and the multilinear regression model of the statistically significant variable ($p=0,001$) is as follows.

Motivation Tools=111,904+(-0,218)(Stress Causes)+0,005 (Stress Effects)

The 1 unit rise in the causes of stress survey results in -0,218 unit decrease in motivation. There is statistically significant relationship between causes of stress and motivation in a negative way.

5. Conclusion and Suggestions

Today whichever job the people do in the society and work life, they are exposed to different levels of stress. In terms of individuals that spend big amount of their day at work, as the factors that can be source of stress are great in number, this situation affects the rest of the time they have. The subject of stress was taken into consideration in this study and motivation resources were examined to cope with it.

It is understood that the person who is motivated in work life has a low level of stress, so the researchers have studied the methods to raise motivation. The effects of stress cause the deterioration of people's physical and psychological structure. The first step to decrease the effects of stress is defining the sources of stress.

The relationship between the employees' causes of stress, effects of stress and motivation tools in this study.

The application test was done in Zeytinburnu Municipality. Questions of the survey were presented under three main groups as causes of stress, effects of stress and motivation tools except demographic features. The data of the survey were examined through SPSS 22.0 by using Frequency range, Anova Test, Linear Regression methods.

The findings of the study are as follows:

There is significant difference between only length of service groups according to the analysis related with causes of stress survey in terms of demographic features. Causes of stress scores of the employees who work between 1-3 years are significantly higher than the employees who work for 7-10 years. Although they work for the organization less than the other groups, they cope with the factors that cause stress well. This may be because of the fact that the employees who are less experienced are also less committed to the organization. Furthermore, they may think that they can change jobs easily so they are not affected by the stress sources so much. The communication between employees in this group is lower than the employees who work for the same organization longer so they can solve the problems before turning them into stress. As the friendships can be stronger when the employers work for a long time and they may be affected by the problems more. The employees who work for 1-3 years relate their failure with their inexperience, and they admit them more positively than the employees who work for a long time so they are exposed to less stress. When the length of time at work is more, the possibility of tolerance by the managers will be lower.

According to demographic features, there is significant difference in only the frequency of in-service training in the analysis related with examination of motivation tools survey. The motivation scores of the employees who get in-service training a few times a month are higher than the employees who get in-service training a few times a year. When the frequency of in-service training is higher, it also leads to increase in the motivation. With these in-service training employees gain information and confidence so their motivation is higher. In-service training is important for employees.

According to the examination of causes of stress, effects of stress and motivation tools with correlation analysis, when the effects of stress are higher, the level of motivation becomes lower. The effects resulted from stress affect employees' motivation negatively. The factors which cause stress are high also the effects of stress become high.

Suggestions According to the Results of the Study:

- It is necessary to define the causes of stress for employees and actions should be taken to prevent them.
- There should be in-service training given to the employees about stress and how to deal with it to make the employees aware of stress. The problems are revealed and possible solutions should be found out forward.
- There must be one-to-one interviews with the employees to define what their expectations are, where they would like to work, what values they have,
- It will be useful, if a doctorate study can be done on this subject and the results can be shared with institutions and companies.

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