

The impact of work stress on human resource performance in healthcare institutions: A case study of the Public Neighborhood Health Institution of Sidi M'hamed Ben Ali Relizane

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Abstract---This study aimed to measure the impact of work pressures on human resource performance in health sector institutions. The study sample included (60) workers in the public institution of neighborhood health Sidi Mohamed Ben Ali Relizane. The questionnaire was used as a tool for collecting information and the SPSS program version 25 was used to analyze the data. The study hypotheses were tested using the arithmetic mean, standard deviation, and simple linear regression analysis. The study concluded that there is a low level of work pressures in its various dimensions, and a high level of human resource performance. The results also showed that there is no statistically significant impact of work pressures in its various dimensions on human resource performance. The study concluded by presenting some suggestions that we believe will serve decision makers.

Keywords---Work stress, role ambiguity, working conditions, workload, human resource performance.

Jel Classification Codes: C10; I19; M54; J21O

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I-Introduction:

In light of the modern business environment characterized by continuous change in adaptation to the challenges and stakes faced by organizations, human resource performance constitutes the cornerstone for achieving institutional excellence and maintaining competitiveness in the market. As employees strive to establish a balance between their professional and personal lives, the likelihood of exposure to occupational stress increases, which may hinder the attainment of both organizational and personal objectives. Such pressures, resulting from workload, job ambiguity, and the lack of work-life balance, lead to diminished motivation and declining performance.

In this context, the pivotal role of organizational leaders emerges in creating a supportive and motivating physical, psychological, and social work environment that directly contributes to alleviating and confronting such pressures. These leaders do not merely assign tasks, distribute responsibilities, or impose directives; rather, they endeavor to listen to employees, appreciate their efforts, and foster a climate governed by respect and cooperation.

Such positive leadership practices not only contribute to enhancing the psychological and social well-being of human resources, but also increase the level of job satisfaction, thereby enabling human resources to attain optimal performance and achieve organizational objectives with efficiency and effectiveness, particularly within healthcare institutions, where any decline in the quality of services provided to citizens is intolerable.

1. Research Problem:

Given the sensitive nature of the work environment within the healthcare sector, and the occupational pressures it entails arising from role ambiguity, working conditions, and workload, there is a need to examine how such pressures are reflected in the performance of human resources within the Public Institution of Community Health of Sidi M'Hamed Ben Ali, Relizane. Accordingly, this topic shall be addressed through the following research problem:

To what extent do work pressures affect the performance of human resources at the Public Institution of Community Health of Sidi M'Hamed Ben Ali, Relizane?

The foregoing research problem gives rise to the following sub-questions:

What is the level of the dimensions of work pressure within the Public Institution of Community Health of Sidi M'Hamed Ben Ali, Relizane?

What is the level of human resource performance within the Public Institution of Community Health of Sidi M'Hamed Ben Ali, Relizane?

Is there a statistically significant effect at the significance level ($\alpha \leq 0.05$) of work pressure, with its dimensions represented by (role ambiguity, working conditions, and workload), on the performance of human resources at the Public Institution of Community Health of Sidi M'Hamed Ben Ali, Relizane?

2. Research Hypotheses:

Main Hypothesis

There is no statistically significant effect at the significance level ($\alpha \leq 0.05$) of work pressure on the performance of human resources at the Public Institution of Community Health of Sidi M'Hamed Ben Ali, Relizane.

Sub-Hypotheses

There exists a low level of the dimensions of work pressure within the Public Institution of Community Health of Sidi M'Hamed Ben Ali, Relizane.

There exists a high level of human resource performance within the Public Institution of Community Health of Sidi M'Hamed Ben Ali, Relizane.

There is no statistically significant effect at the significance level ($\alpha \leq 0.05$) of work pressure, with its dimensions represented by (role ambiguity, working conditions, and workload), on the performance of human resources at the Public Institution of Community Health of Sidi M'Hamed Ben Ali, Relizane.

I.3. Research Objectives:

The objectives of the present study are as follows:

To identify the level of work pressure within the Public Institution of Community Health of Sidi M'Hamed Ben Ali, Relizane.

To examine the reality of human resource performance within the Public Institution of Community Health of Sidi M'Hamed Ben Ali, Relizane.

To analyze the impact of work pressure, in its various dimensions, on the performance of human resources within the Public Institution of Community Health of Sidi M'Hamed Ben Ali, Relizane.

To provide a set of recommendations based on the field study and the findings obtained therefrom, through which the healthcare sector in Algeria may be further developed and improved.

To draw the attention of administrators and managers in the Algerian healthcare sector to the necessity of recognizing the importance of preventing and effectively managing work pressure, in view of its potential adverse effects on human resource performance, thereby contributing to the enhancement of the quality of healthcare services provided to citizens.

I.4. Research Significance:

The significance of this research lies in addressing one of the most vital topics within the field of Human Resource Management, namely the relationship between work pressure and human resource performance in healthcare sector institutions, wherein human resources constitute a fundamental pillar in ensuring the quality of healthcare services.

Furthermore, the study seeks to shed light on the extent to which stressful work pressures, in their various dimensions (role ambiguity, working conditions, workload, etc.), affect employee effectiveness, while also providing scientific data and findings that may contribute to the improvement of the work environment. Consequently, the study aims to draw the attention of Algerian administrators and managers to the necessity of taking work pressure into consideration as one of the principal factors capable of influencing the efficiency and effectiveness of institutions.

I.5. Research Methodology:

This study is based on the adoption of the descriptive-analytical approach, which has been relied upon through the examination of the literature related to the study variables in order to enrich the theoretical framework. In addition, the questionnaire was primarily utilized as a research instrument to achieve the objectives of the study, through its administration to a sample of employees of the Public Institution of Community Health of Sidi M'Hamed Ben Ali, Relizane, with the aim of identifying the impact of work pressure on human resource performance.

I.6. Previous Studies:**Study One:**

A study conducted by Telli Saida, Mohsen Aouatif, and Mimouni Sabrina entitled "The Impact of Work Pressure on Knowledge Sharing among Physicians – The Public Hospital Institution of Ghardaïa", published in the Journal of Administrative and Financial Sciences, Vol. 05, No. 02, 2021.

The study aimed to identify the impact of work pressure on knowledge sharing among physicians at the Public Hospital Institution of Ghardaïa. The research was conducted on a random sample consisting of 42 individuals out of a total of 93 physicians working at the institution. The descriptive-analytical approach was adopted, and the questionnaire was utilized as the primary research instrument.

The findings revealed a high level of both work pressure and knowledge sharing among physicians, in addition to the existence of a statistically significant effect between work pressure as an independent variable and knowledge sharing as a dependent variable.

Study Two:

A study conducted by Madi Ilham and Ben Bartal Abdelkader entitled "The Role of Work Pressure in Generating Organizational Conflict during the COVID-19 Pandemic at Algeria Post Institution in

Laghout”, published in the Journal of Business Administration and Economic Studies, Vol. 07, No. 02, 2021.

This study sought to highlight the role of occupational pressures in generating organizational conflict from the perspective of employees of Algeria Post in Laghouat. The descriptive-analytical method was followed, and 45 questionnaires were collected from the selected sample. The hypotheses were tested through multiple regression analysis and appropriate statistical methods.

The study concluded that there exists an effect of certain dimensions of work pressure, particularly workload and organizational structure, in generating organizational conflict. Conversely, no linear relationship was identified between wages, incentives, work environment, and organizational conflict. The study further recommended reducing workload burdens and adopting a more flexible organizational structure capable of adapting to external variables.

Study Three:

A study conducted by Abdellaoui Sobhiha and Merja Chayma entitled “The Role of Information Technology in Developing and Activating Human Resource Performance”, published in the Algerian Journal of Security and Development, Vol. 11, No. 02, 2022.

The study aimed to demonstrate the role of information technology in developing, activating, and enhancing human resource performance and skills. The descriptive-analytical method was employed to address the research problem.

The study concluded that development across various sectors cannot be achieved solely through reliance on information technology without simultaneously relying upon, developing, and empowering human resources as a primary factor.

Study Four:

A study conducted by Tounsi Asmahan and Ben Eddine Mohamed entitled “The Impact of Management by Objectives on Human Resource Performance in Public Health Institutions: The Case of Healthcare Sector Institutions in the Wilaya of Adrar”, published in the Journal of Economic Integration, Vol. 10, No. 02, 2022.

The study aimed to identify the impact of management-by-objectives practices on human resource performance in the healthcare sector of Adrar from the perspective of managers and administrative personnel in healthcare institutions. The questionnaire was adopted as a tool for data collection through a sample of 53 individuals selected from various healthcare institutions within the Wilaya.

The findings demonstrated a strong positive relationship between the level of implementation of management by objectives and human resource performance in all its components, in addition to a positive effect between the two variables. The study further recommended that senior management within healthcare institutions provide all forms of support necessary for adopting the management-by-objectives approach in order to enhance human resource performance, as well as modernizing and digitizing administrative processes, particularly those related to personnel activities.

Commentary on Previous Studies:

Upon reviewing the foregoing studies, it is observed that they share similarities with the present study insofar as they examined one of the variables under consideration, namely work pressure or human resource performance. Furthermore, the present study, similar to the previous studies, adopts the descriptive methodology and relies upon the questionnaire as the principal research instrument.

However, the present study differs from prior studies in terms of temporal and spatial scope, in addition to its examination of the relationship between the two variables within a service institution providing healthcare services, namely the Public Institution of Community Health of Sidi M'Hamed Ben Ali, Relizane.

Theoretical Framework of Work Pressure

Work pressure constitutes one of the most prominent challenges currently faced by individuals and leaders within the work environment. Such pressure arises from several factors, including task accumulation, role ambiguity, working conditions, and inadequate organizational support. These

pressures may directly or indirectly affect the psychological and professional well-being of human resources, thereby negatively impacting their performance and efficiency.

The concept of work pressure is regarded as a multidimensional concept associated with organizational behavior. Its definition varies according to researchers' backgrounds and academic orientations, in addition to its relation to several disciplines. Most scholars agree that work pressure consists of a set of situations and conditions occurring within the work environment that generate psychological and physical responses on the part of the individual as a result of perceiving such situations as threats exceeding his or her capacity for adaptation. (Madi & Ben Bartal, 2021, p. 311)

"Hathersley" defines work pressure as a set of symptoms accompanying a stressful situation resulting from factors existing either in the external environment or within the individual himself. (Makhlouf & Ayouadj, 2020, p. 55)

Beer and Neuman define work pressure as a state of tension experienced by the individual as a result of interaction with work-related factors, leading to changes in the individual's psychological and physical condition. (Tahanti, 2023, p. 774)

Work pressure is likewise defined as a subjective experience arising from internal or external stimuli that exceed the individual's ability to adapt, resulting in psychological, physical, and behavioral responses that negatively affect job performance, thereby necessitating effective management thereof. (Ben Krouche, 2022–2023, p. 120)

II.1. Components of Work Pressure:

Work pressure is formed through the interaction of several elements, the most prominent of which may be summarized in three principal components illustrating how pressure arises and develops among individuals. (Bouzekri & Maârouf, 2021, p. 659)

1. Stimulus Component:

This refers to the event or situation perceived by the individual as a threat or challenge exceeding his or her abilities. Such stimuli may be psychological, such as anxiety regarding evaluation; social, such as strained workplace relationships; or professional, such as workload and time constraints. This component represents the initial trigger for the stress condition.

2. Response Component:

This consists of the reactions displayed by the individual upon exposure to stressful stimuli. These responses may include:

Psychological responses: such as anxiety, tension, and frustration.

Physical responses: including headaches, sleep disorders, digestive disturbances, and similar symptoms.

Behavioral responses: such as declining performance, increased absenteeism, weak interaction within teams, and workplace accidents.

3. Interaction Component:

This refers to the manner in which the individual interacts with the stimulus and the resulting pressure. The individual interprets and evaluates the situation, determining whether to confront it, for example through problem-solving or seeking support, or alternatively through withdrawal and surrender. Such interaction is influenced by the individual's personality, prior experiences, and the extent of professional and social support available to him or her.

Theoretical Framework of Human Resource Performance

Human resource performance constitutes one of the principal factors determining the success or failure of an institution, as it reflects the extent of individuals' efficiency in executing tasks and achieving objectives. With the evolution of the work environment, performance is no longer measured solely on the basis of productivity, but is also assessed according to innovation, commitment, and organizational behavior. Consequently, it has become necessary to study and improve such performance in a manner consistent with contemporary requirements.

Academics have not reached a unified definition of human resource performance due to differences in studies and approaches. Accordingly, several definitions advanced by researchers may be presented as follows:

Frederick Taylor defined performance as the achievement of maximum productivity through both human resources and machinery. (Haddad, 2017–2018, p. 144)

Thomas Gilbert defined performance as the outcome of the interaction between behavior and achievement, whereby behavior represents the activities undertaken by individuals within the organization, while achievement represents the effects or results remaining after the cessation of such activities. Accordingly, achievement constitutes the product of behavior, whereas performance consists of the combined total of behavior and achieved results. (Abdelbaki, 2018–2019, p. 81)

Campbell (1990) defined human resource performance as behavior carried out by the employee that is related to the objectives of the organization, which may be divided into two principal components: task performance and contextual performance. (Aissaoui, 2023–2024, p. 44)

Charles Nicolas defined performance as the outcome of the behavior undertaken by individuals, whereby behavior represents the activity itself, while the outputs of such behavior constitute the results derived therefrom. (Bourai, 2022–2023, p. 64)

In light of the foregoing, it may be observed that no consensus exists among researchers and scholars concerning a unified concept or definition of human resource performance due to variations in academic studies. Nevertheless, it may be stated that human resource performance represents the of tasks and responsibilities entrusted to the employee and executed in accordance with appropriate conduct for the purpose of achieving occupational objectives.

Classifications of Job Performance

Human resource performance within the organization is classified into three principal categories as follows: (Karbouz, 2019–2020, p. 62)

III.1.1. Task Performance:

Task performance refers to the performance carried out by the employee, whether directly or indirectly, in the execution of occupational duties and administrative operations. Such performance is subject to supervision and monitoring by management, whereby the employee is rewarded upon demonstrating proficiency therein. This type of performance is generally reflected within the job description and is evaluated by the direct supervisor.

III.1.2. Contextual Performance:

Contextual performance refers to those behaviors that directly or indirectly contribute to the facilitation and processing of administrative operations and are dependent upon the circumstances under which such operations are carried out. These behaviors stem from the employee's personal conviction within the organization, meaning that the employee possesses complete discretion in undertaking such conduct.

This type of behavior may be observable and monitored, or alternatively invisible and not subject to supervision. It may be directed toward the organization itself, such as positive participation in management through proposing ideas, solving problems, and demonstrating conscientiousness. Likewise, it may be directed toward individuals, such as assisting colleagues in resolving organizational problems. Such additional behaviors are commonly referred to as organizational citizenship behaviors.

III.1.3. Counterproductive Performance:

Counterproductive performance refers to conduct that adversely affects others and is likewise designated as negative behavior or negative performance. Examples thereof include lateness in attending work, absenteeism, organizational silence, and negligence in the execution of duties.

Certain scholars further refer to this concept as "failure," which denotes the measurement of unaccomplished performance relative to the intended or expected performance, namely the gap existing between the anticipated level of performance and the actual performance achieved.

III.2. The Impact of Work Pressure on Job Performance

Job performance constitutes one of the fundamental pillars for the success and stability of any organization, insofar as it represents the final outcome of the aggregate activities carried out by individuals within the institution. From this perspective, the achievement of distinguished performance by employees cannot be separated from the surrounding working conditions, foremost among which are work pressures. Studies indicate that employee performance is not solely dependent upon personal

abilities and skills, but is likewise influenced by the level of psychological and organizational pressures to which employees are exposed during the performance of their duties.

The seriousness of work pressure lies in its direct repercussions on performance, whether at the individual level or at the level of the organization as a whole. The greater the intensity of such pressures in the absence of effective coping mechanisms, the more negatively they affect the employee's concentration, psychological stability, and capacity for achievement. The persistence of such pressures may further lead to declining morale, increased absenteeism, and a higher rate of workplace errors, thereby resulting in reduced productivity.

On the other hand, responses to work pressure vary from one individual to another according to personal characteristics, patterns of thinking, and self-motivation. The impact of such pressures may also be direct or indirect, insofar as they may weaken the employee's internal motivation and diminish the level of job satisfaction, which consequently leads to a decline in professional performance over the medium and long term.

In general, work pressure constitutes one of the most significant variables affecting human resource performance, which necessitates that institutions address it seriously through improving the work environment, providing psychological and organizational support, and ensuring flexible working conditions that contribute to enhancing productivity, reducing the mental and physical burden on employees, and consequently protecting them from psychological burnout. (Chelabi A., 2019, p. 76)

IV. Methodology and Procedures

IV.1. Population and Sample of the Study

The study population consists of the employees of the Public Institution of Community Health of Sidi M'Hamed Ben Ali, Relizane. A total of 70 questionnaires were distributed across all administrative levels within the institution and among all categories of employment. Out of these, 60 valid questionnaires were retrieved and deemed suitable for analysis, representing 85.71% of the distributed questionnaires, which constitutes a statistically acceptable sample size.

IV.2. Study Instrument

This study primarily relied upon the questionnaire form as the principal research instrument. The questionnaire included a set of statements requiring responses from the study sample in accordance with specific axes designed to fulfill the objectives of the research. The questionnaire was divided into three sections as follows:

Section One:

This section was devoted to identifying the personal and occupational information of the study sample, including gender, marital status, age, educational qualification, years of professional experience, training courses attended, and occupational position.

Section Two:

This section concerns the measurement of the work pressure variable in its three dimensions and is subdivided into three sub-axes:

First Axis: Relates to the dimension of role ambiguity and includes statements numbered (01 to 04).

Second Axis: Relates to the dimension of working conditions and includes statements numbered (05 to 08).

Third Axis: Relates to the dimension of workload and includes statements numbered (09 to 12).

Section Three:

This section concerns the measurement of the human resource performance variable and includes statements numbered (13 to 16).

Furthermore, the five-point Likert Scale was employed, namely: (Strongly Agree, Agree, Neutral, Disagree, Strongly Disagree).

IV.3. Statistical Analysis:

In the present research, the Statistical Package for the Social Sciences (SPSS), Version 25, was utilized for the analysis of the study data. Percentages and frequencies were employed in order to identify the

characteristics of the study sample. Furthermore, Cronbach's Alpha coefficient was used to verify the reliability and internal consistency of the study instrument.

Descriptive statistics were likewise employed to determine the orientations and attitudes of the sample members toward the dimensions and variables of the study. In addition, simple linear regression analysis was conducted for the purpose of testing the effect relationship between the study variables.

V. Presentation and Discussion of Results

V.1. Reliability of the Study Instrument

Table No. (01) demonstrates that the reliability coefficients were high and acceptable across all axes of the study, reaching an overall value of 0.941, which exceeds the standard Cronbach's Alpha threshold value of 0.60. This percentage is considered acceptable within the fields of management and organizational behavior research.

Table No. (01): Results of the Cronbach's Alpha Test for the Study Variables

Cronbach's Alpha Coefficient	Number of Items	Dimension Title	Variable
0,957	04	Role Ambiguity	Independent Variable
0,956	04	Working Conditions	
0,948	04	Workload	
0,973	12	Independent Variable: Work Pressure	
0,790	04	Dependent Variable: Human Resource Performance	
0,941	16	Overall Reliability of the Questionnaire	

Source: Prepared by the researchers based on the outputs of SPSS, Version 25.

V.2. Internal Consistency Validity

The internal consistency validity of the questionnaire was calculated by estimating the correlation between the score of each statement and the total score of the dimension to which it belongs.

Table No. (02): Correlation Coefficients between the Statements and the Total

Dependent Variable: Human Resource Performance		Independent Variable: Work Pressure					
		Workload		Working Conditions		Role Ambiguity	
Correlation Coefficient	Item Number	Correlation Coefficient	Item Number	Correlation Coefficient	Item Number	Correlation Coefficient	Item Number
**0,835	13	**0,912	9	**0,933	5	**0,926	1
**0,863	14	**0,945	10	**0,939	6	**0,964	2
**0,814	15	**0,931	11	**0,935	7	**0,953	3
**0,708	16	**0,941	12	**0,959	8	**0,925	4
* Statistically Significant at the Level of Significance (0.01)							
(0.05) Statistically Significant at the Level of Significance*							

Source: Prepared by the researchers based on the outputs of SPSS, Version 25.

Through Table No. (02), it is observed that all Pearson correlation coefficient values were statistically significant at the significance level of (0.01), which indicates that all dimensions relating to work pressure and human resource performance achieved acceptable validity scores. Accordingly, it may be concluded that the questionnaire, in its present form, possesses validity, since all its statements are consistent with their respective dimensions.

V.3. Characteristics of the Study Sample

Table No. (03): Distribution of the Sample Members

(%) Percentage	Frequency	Characteristics	
51,7	31	Male	Gender
48,3	29	Female	
20,0	12	Single	Marital Status
80,0	48	Married	
21,7	13	Less than 30 years	Age
51,7	31	From 30 to 40 years	
21,7	13	From 41 to 50 years	
5,0	3	More than 50 years	
3,3	2	Less than Secondary Education	Educational Qualification
20,0	12	Secondary Education	
41,7	25	University Degree	
35,0	21	Postgraduate Studies	
5,0	3	Less than 5 years	Years of Experience
48,3	29	From 5 to 10 years	
40,0	24	From 10 to 20 years	
6,7	4	More than 20 years	
16,7	10	Less than 2 courses	Training Courses
48,3	29	From 3 to 5 courses	
23,3	14	From 6 to 8 courses	
11,7	7	More than 8 courses	
50,0	30	Administrative Staff	Job Position
23,3	14	Doctor	
26,7	16	Paramedical Staff	
0	0	Radiology or Laboratory Technician	

Source: Prepared by the researchers based on the outputs of SPSS, Version 25.

It may be observed from Table No. (03), in accordance with the distribution of the sample members based on personal and occupational characteristics, that there exists a relative balance in terms of gender distribution, whereby males represented approximately half of the sample at a rate of 51.7%, compared to 48.3% for females.

Furthermore, the majority of respondents were married, reflecting a degree of social stability that may potentially influence their attitudes and professional behavior. From an age perspective, the data indicate that more than half of the respondents belong to the age category ranging between 30 and 40 years, which is generally characterized by professional maturity and a balance between experience and productive capacity.

With regard to educational qualifications, the majority of the respondents possess university degrees or postgraduate qualifications, indicating a high level of academic competence within the institution under study, particularly since most occupational positions require advanced educational attainment.

As concerns professional experience, a substantial proportion of respondents possess between five and ten years of experience, which constitutes an indicator that they are in a stage of accumulating professional expertise and skills.

Moreover, the data reveal that most respondents had previously participated in a considerable number of training courses, reflecting either the institution's or the employees' interest in developing professional competencies in accordance with the requirements of healthcare services, a sector that necessitates continuous dynamism and renewal of knowledge in order to confront various medical challenges.

Considering the distribution according to occupational position, it appears that administrative positions constitute the largest proportion, followed by employees in the paramedical sector, and thereafter physicians, while the category of technicians is absent. Such a finding may carry implications regarding the nature of human resource distribution within the institution.

V.4. Results Related to the First Research Question:

What is the level of the dimensions of work pressure at the Public Institution of Community Health of Sidi M'Hamed Ben Ali, Relizane?

From this research question, the following hypothesis was derived: "There exists a low level of the dimensions of work pressure at the Public Institution of Community Health of Sidi M'Hamed Ben Ali, Relizane."

In order to answer this question and test the corresponding hypothesis, the arithmetic means and standard deviations were calculated for work pressure and its three dimensions, namely: (role ambiguity, working conditions, and workload).

Table No. (04): Responses of the Study Sample Members Regarding the Independent Variable (Work Pressure) and Its Dimensions

Ranking	Degree of Adoption	Standard Deviation	Arithmetic Mean	Study Variables
2	Low	1,1796	2,087	Role Ambiguity
1	Low	1,1254	2,087	Working Conditions
3	Low	0,9627	2,079	Workload
Low		1,0245	2,084	Work Stress

Source: Prepared by the researchers based on the outputs of SPSS, Version 25.

Based on the results presented in Table No. (04), which relates to work pressure and its three dimensions, it is observed that the arithmetic means of all dimensions are low and relatively close to each other.

The first-ranked dimension was working conditions, with a mean score of (2.087) and a standard deviation of (1.1254). The second-ranked dimension was role ambiguity, with a mean score of (2.087) and a standard deviation of (1.1796). The third and last-ranked dimension was workload, with a mean score of (2.079) and a standard deviation of (0.9627).

These results indicate that work pressure within the Public Institution of Community Health of Sidi M'Hamed Ben Ali, Relizane exists at a low level, with an overall mean of (2.084) and a standard deviation of (1.0245). They also suggest that employees do not perceive severe work pressure, despite acknowledging the presence of certain difficulties related to the work environment and its conditions.

Such pressures may be considered desirable and healthy in nature, as low-level pressure can act as a motivating factor that enhances job performance. It may also foster a spirit of competition, focus, and engagement among employees, as long as it does not exceed tolerable limits. Accordingly, these pressures may be interpreted as playing a positive role in motivating human resources and improving their performance.

In light of the above, it may be concluded that the hypothesis stating that there is a low level of work pressure dimensions at the Public Institution of Community Health of Sidi M'Hamed Ben Ali, Relizane is accepted.

V.5. Results Related to the Second Research Question:

What is the level of human resource performance at the Public Institution of Community Health of Sidi M'Hamed Ben Ali, Relizane?

From this research question, the following hypothesis was formulated: "There exists a high level of human resource performance at the Public Institution of Community Health of Sidi M'Hamed Ben Ali, Relizane."

In order to answer this question and test the corresponding hypothesis, the arithmetic means and standard deviations of human resource performance were calculated.

Table No. (05): Responses of the Study Sample Members Regarding the Dependent Variable (Human Resource Performance)

Degree of Adoption	Standard Deviation	Arithmetic Mean	Variable
High	0,4459	4,066	Human Resource Performance

Source: Prepared by the researchers based on the outputs of SPSS, Version 25.

Based on the results presented in Table No. (05), it is observed that the overall arithmetic mean of the respondents' attitudes regarding the human resource performance variable reached (4.066), with a standard deviation of (0.4459), which reflects a high level.

This indicates a significant degree of convergence among the employees of the Public Institution of Community Health of Sidi M'Hamed Ben Ali, Relizane. This finding suggests that the high level of employee performance did not occur in isolation, but rather is the result of both individual and organizational factors.

On the individual level, performance is attributed to employees possessing technical and social competencies, including soft skills and emotional intelligence, in addition to a strong sense of ethical responsibility, high levels of professional discipline, and self-motivation combined with a strong desire for achievement and self-affirmation.

On the organizational level, high performance is supported by the availability of an appropriate physical, psychological, and social work environment that enables employees to fully realize their potential. This environment includes, inter alia, administrative leadership, technology, and effective communication systems.

In light of the above, it may be concluded that the hypothesis stating that there exists a high level of human resource performance at the Public Institution of Community Health of Sidi M'Hamed Ben Ali, Relizane is accepted.

V.6. Testing the Main Hypothesis and Sub-Hypotheses of the Research Problem:

To what extent do work pressures affect human resource performance at the Public Institution of Community Health of Sidi M'Hamed Ben Ali, Relizane?

Through this research problem, the aim is to measure the effect of the independent variable (work pressure), in its three dimensions, on the dependent variable (human resource performance), relying on simple linear regression analysis. To achieve this objective, it is necessary to examine the extent to which the main hypothesis and its derived sub-hypotheses may be accepted or rejected.

V.6.1. The Effect of Work Pressure on Human Resource Performance

Null Hypothesis:

“There is no statistically significant effect at the significance level ($\alpha \leq 0.05$) of work pressure on human resource performance at the Public Institution of Community Health of Sidi M’Hamed Ben Ali, Relizane.”

The following table illustrates this:

Table No. (06): Results of Simple Linear Regression Analysis for Testing the Effect of Work Pressure on Human Resource Performance

Presence of an Effect	Significance F	Value F	Coefficient of Determination (Effect) R²	Correlation Coefficient R	Independent Variable	Dependent Variable
No Effect	0,358	0,858	0,015	0,121	Work Stress	Human Resource Performance

Source: Prepared by the researchers based on the outputs of SPSS, Version 25.

Based on the results presented in Table No. (06), it is observed that the calculated F-value reached (0.858) with a significance level of (0.358), which is higher than the adopted significance threshold of (0.05). Accordingly, it may be concluded that there is no statistically significant effect of work pressure on human resource performance within the institution under study.

These findings indicate that employees, despite being exposed to varying levels of work pressure, are not significantly affected in terms of their performance. This may be explained by the presence of compensatory factors within the institution, such as intrinsic motivation, professional standards, occupational discipline, and leadership styles, all of which may contribute to maintaining a high level of performance despite the existence of work pressures.

Accordingly, the null hypothesis stating that there is no statistically significant effect at the significance level ($\alpha \leq 0.05$) of work pressure on human resource performance at the Public Institution of Community Health of Sidi M’Hamed Ben Ali, Relizane is accepted.

V.6. Testing the Main Hypothesis and Sub-Hypotheses of the Research Problem:

To what extent do work pressures affect human resource performance at the Public Institution of Community Health of Sidi M’Hamed Ben Ali, Relizane?

Through this research problem, the objective is to measure the impact of the independent variable (work pressure), in its three dimensions, on the dependent variable (human resource performance), by relying on simple linear regression analysis. To achieve this objective, it is necessary to verify the extent to which the main hypothesis and its derived sub-hypotheses may be accepted or rejected.

V.6.1. The Effect of Work Pressure on Human Resource Performance

Null Hypothesis:

“There is no statistically significant effect at the significance level ($\alpha \leq 0.05$) of work pressure on human resource performance at the Public Institution of Community Health of Sidi M’Hamed Ben Ali, Relizane.”

The following table presents the results:

Table No. (06): Results of Simple Linear Regression Analysis for Testing the Effect of Work Pressure on Human Resource Performance

Presence of an Effect	Significance F	Value F	Coefficient of Determination (Effect) R²	Correlation Coefficient R	Independent Variable	Dependent Variable
No Effect	0,106	2,693	0,044	0,211	Role Ambiguity	Human Resource Performance

Source: Prepared by the researchers based on the outputs of SPSS, Version 25.

Based on the results presented in Table No. (06), it is observed that the calculated F-value amounted to (0.858), with a significance level of (0.358), which is higher than the adopted significance threshold of (0.05). Accordingly, it may be concluded that there is no statistically significant effect of work pressure on human resource performance within the institution under study.

These findings indicate that employees, despite being exposed to varying levels of work pressure, are not materially affected in their performance. This may be explained by the presence of compensatory factors within the institution, such as intrinsic motivation, professional standards, occupational discipline, and leadership approaches, all of which may contribute to maintaining a high level of performance despite the existence of work pressures.

Accordingly, the null hypothesis, which states that there is no statistically significant effect at the significance level ($\alpha \leq 0.05$) of work pressure on human resource performance at the Public Institution of Community Health of Sidi M'Hamed Ben Ali, Relizane, is accepted.

V.6.3. The Effect of Working Conditions on Human Resource Performance

Null Hypothesis:

“There is no statistically significant effect at the significance level ($\alpha \leq 0.05$) of working conditions on human resource performance at the Public Institution of Community Health of Sidi M'Hamed Ben Ali, Relizane.”

The following table illustrates this:

Table No. (08): Results of Simple Linear Regression Analysis for Testing the Effect of Working Conditions on Human Resource Performance

Presence of an Effect	Significance F	Value F	Coefficient of Determination (Effect) R²	Correlation Coefficient R	Independent Variable	Dependent Variable
No Effect	0,090	2,972	0,049	0,221	Working Conditions	Human Resource Performance

Source: Prepared by the researchers based on the outputs of SPSS, Version 25.

Based on the results presented in Table No. (08), it is observed that the calculated F-value reached (2.972), with a significance level of (0.090), which is higher than the adopted significance threshold of (0.05). Accordingly, it may be concluded that there is no statistically significant effect of working conditions on human resource performance within the institution under study.

This finding may be interpreted by the fact that employees are capable of performing their duties efficiently despite certain deficiencies in working conditions, due to factors such as professional experience, stable work routines, or social support among team members. These elements may reduce the practical impact of working conditions on performance within the organizational context.

Accordingly, the null hypothesis stating that there is no statistically significant effect at the significance level ($\alpha \leq 0.05$) of working conditions on human resource performance at the Public Institution of Community Health of Sidi M'Hamed Ben Ali, Relizane is accepted.

V.6.4. The Effect of Workload on Human Resource Performance

Null Hypothesis:

“There is no statistically significant effect at the significance level ($\alpha \leq 0.05$) of workload on human resource performance at the Public Institution of Community Health of Sidi M'Hamed Ben Ali, Relizane.”

The following table presents the results:

Table No. (09): Results of Simple Linear Regression Analysis for Testing the Effect of Workload on Human Resource Performance

Presence of an Effect	Significance F	Value F	Coefficient of Determination (Effect) R²	Correlation Coefficient R	Independent Variable	Dependent Variable
No Effect	0,320	1,007	0,017	0,131	Workload	Human Resource Performance

Source: Prepared by the researchers based on the outputs of SPSS, Version 25.

Based on the results presented in Table No. (09), it is observed that the calculated F-value reached (1.007), with a significance level of (0.320), which is higher than the adopted significance threshold of (0.05). Accordingly, it may be concluded that there is no statistically significant effect of workload on human resource performance within the institution under study.

This result may be interpreted by the fact that employees may possess effective coping strategies for dealing with task overload, or that workload is distributed in accordance with employees' experience and competencies, thereby reducing its actual impact on performance. In addition, organizational culture and strong team cohesion may also contribute to absorbing the pressures resulting from workload.

Accordingly, the null hypothesis stating that there is no statistically significant effect at the significance level ($\alpha \leq 0.05$) of workload on human resource performance at the Public Institution of Community Health of Sidi M'Hamed Ben Ali, Relizane is accepted

VI. Conclusion

VI.1. Research Findings:

Based on the results of both the theoretical and empirical analysis, the following findings can be drawn: Human resource performance is directly affected by surrounding working conditions, particularly work pressure, which may weaken concentration, psychological stability, and the ability to achieve tasks. In cases of increased pressure, this may lead to reduced productivity and lower job satisfaction. Accordingly, effective stress management and the improvement of the working environment are considered essential elements for maintaining stable and efficient performance.

The study revealed that the level of work pressure dimensions at the Public Institution of Community Health of Sidi M'Hamed Ben Ali, Relizane was low and relatively consistent. The dimension of working conditions ranked first with a mean score of (2.087) and a standard deviation of (1.1254), followed by role ambiguity with a mean of (2.087) and a standard deviation of (1.1796), while workload ranked last with a mean of (2.079) and a standard deviation of (0.9627).

The study showed a high level of human resource performance, with a mean score of (4.066) and a standard deviation of (0.4459), indicating a general consensus among employees regarding the provision of high professional performance within the institution.

There is no statistically significant effect at the significance level ($\alpha \leq 0.05$) of work pressure on human resource performance at the Public Institution of Community Health of Sidi M'Hamed Ben Ali, Relizane.

There is no statistically significant effect at the significance level ($\alpha \leq 0.05$) of role ambiguity on human resource performance at the Public Institution of Community Health of Sidi M'Hamed Ben Ali, Relizane.

There is no statistically significant effect at the significance level ($\alpha \leq 0.05$) of working conditions on human resource performance at the Public Institution of Community Health of Sidi M'Hamed Ben Ali, Relizane.

There is no statistically significant effect at the significance level ($\alpha \leq 0.05$) of workload on human resource performance at the Public Institution of Community Health of Sidi M'Hamed Ben Ali, Relizane.

VI.2. Research Recommendations:

Based on the present study, the following recommendations may be proposed:

Greater attention should be given to both material and moral working conditions, as they directly influence employee satisfaction and performance.

The establishment of a performance management department within the institution is recommended, responsible for measuring and evaluating employee performance.

Development of training programs aligned with work pressures, including skills in emotional regulation, empathy, and effective communication.

Integration of emotional intelligence as a key criterion in recruitment and promotion to higher positions within the institution.

Strengthening psychological support services within the institution to address and manage employees affected by work pressure through scientific and structured approaches.

Emphasizing soft skills training for employees, as they constitute a fundamental pillar in coping with work pressure.

Digitization of administrative processes to reduce work pressure and enhance human resource performance.

Ensuring a healthy and supportive work environment in order to deliver high-quality public healthcare services.

Conducting job analysis and designing a flexible workload distribution system in accordance with each employee's capabilities and the nature of assigned tasks.

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VIII -Research Questionnaire**Research Questionnaire**

Dear Sir / Dear Madam,

Greetings,

I have the honor to present to you this questionnaire, which aims to measure the impact of work pressure on human resource performance within healthcare sector institutions: A case study of the Public Institution of Community Health of Sidi M'Hamed Ben Ali, Relizane.

We kindly ask you to carefully read all the questions and answer them with full honesty and objectivity. Please note that there are no right or wrong answers; rather, we request that you place a (×) in the box that best corresponds to your personal opinion.

The researcher hereby undertakes full confidentiality regarding all collected data, which will be used solely for scientific research purposes, contributing to the advancement and rationalization of the role of Algerian universities.

-Section One: Personal and Occupational Information

Please place a (×) in the appropriate box:

			Female		Male	Gender
			Married		Single	Marital Status
	Over 50 years	From 40 to 50 years	From 30 to 40 years		Less than 30 years	Age
	Postgraduate Studies	University Degree	Secondary		Below Secondary Level	Educational Qualification
	More than 20 years	From 10 to 20 years	From 5 to 10 years		Less than 5 years	Years of Experience
	More than 8 courses	From 6 to 8 courses	From 3 to 5 courses		Less than 2 courses	Training Courses
	Radiology or Laboratory Technician	Paramedical Staff	Physician		Administrative Staff	Job Position

-Section Two: Study Axes

Dear Sir / Dear Madam,

Kindly read all the following statements carefully and indicate your response by placing a (×) in one of the five available options provided for each statement, namely: (Strongly Agree, Agree, Neutral, Disagree, Strongly Disagree).

It is important to note that each statement allows only one response. Therefore, we kindly request that you answer with great attention, as this will enhance the accuracy and reliability of the research findings.

Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree	Statement Content	Question Number
<u>First: Work Pressure</u>						
<u>Role Ambiguity -1</u>						
					The tasks and duties I perform are governed by contradictory policies and instructions.	01
					I experience ambiguity in my job regarding my tasks.	02
					There is a conflict between my duties and the objectives I seek to achieve.	03
					I am, in most cases, assigned tasks that conflict with my professional objectives.	04
<u>Working Conditions- 2</u>						
					My institution provides all facilities necessary for performing my work.	05
					I benefit from the equipment and furniture available in my workplace.	06
					I feel comfortable in my workplace while performing my duties.	07
					My institution ensures safety and security within my workplace.	08
<u>Workload – 3</u>						
					I lack sufficient experience in performing my assigned tasks.	09
					My tasks are characterized by varying degrees of complexity.	10
					I perform multiple unrelated tasks simultaneously.	11
					My tasks exceed my capacity and I am unable to complete them effectively.	12
<u>Second: Human Resource Performance</u>						
					I perform my duties with the required efficiency and effectiveness.	13
					I utilize all my intellectual and scientific abilities in performing my tasks	14
					I am consistently committed to improving my performance level.	15
					I rely on teamwork in performing my duties.	16