



The Impact of Challenge Stressors and Hindrance Stressors on Recovery Experiences and Job Performance

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Abstract

This study investigated the impact of challenge stressors and hindrance stressors on recovery experiences and job performance, as well as tested the mediating role of recovery experiences in those relationships. Data were collected from 251 Egyptian nurses working in Alexandria University Hospitals. The theoretical model was tested by using Structural Equation Modeling (SEM). Specifically, the current study examined the positive relationship between challenge stressors and both recovery experiences and job performance. In addition, the current study investigated the negative relationship between hindrance stressors and both recovery experiences and job performance. Finally, the study examined the positive effect of recovery experiences on job performance. Results indicated that challenge stressors were negatively related to both psychological detachment and relaxation. SEM also revealed that psychological detachment was positively related to in-role behaviors. However, the current study didn't support the mediating role of recovery experiences in the hypothesized relationships. Also, the results didn't support the negative relationships between hindrance stressors and recovery experiences and job performance. Thoughts for future research were provided.

Keywords Challenge Stressors; Hindrance Stressors; Recovery Experiences; Job Performance

Introduction

Psychological research on health and well being has greatly emphasized the negative effect of stressors on health (Sonnentag & Zijlstra, 2006). Such stressors range from task related stressors (i.e., work overload), role stressors (i.e., role ambiguity), and social stressors (i.e., abusive supervision) (Sonnentag & Fritz, 2015). These stressors constitute unsupportive work environment that is associated with increased levels of burnout and absenteeism. Accordingly, employees may have limited physical and mental abilities to deal with their work stressors. Such limited ability contributes to high level of strain (Halbesleben & Wheeler, 2013). Therefore, employees need to be in optimal physical and psychological states to maintain high levels of energy and performance over time (Sonnentag & Fritz, 2015).

Recovery experiences present the process that allows individuals to replenish their lost resources such as energy, self-regulation, and self-efficacy (Kinnunen, Feldt, Sitaloppi, & Sonnentag, 2011). They constitute the mechanisms that individuals follow to refrain from job-related thoughts when being away from the work. Such mechanisms include psychological detachment, relaxation, mastery and control experiences (Sonnentag & Fritz, 2007).

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Research in work stressors have highlighted the importance of recovering from work demands. Recently, the number of empirical studies on recovery has increased (i.e., Fritz, Sonnentag, Spector, & McInroe, 2010) with several cross-sectional and longitudinal studies examining factors that influence opportunities to recover (Rodriguez-Muñoz, Sanz-Vergel, Demerouti, & Bakker, 2015). However, relatively limited research has examined the impact of specific job characteristics (i.e., work stressors) on recovering process that may affect performance related outcomes (Fritz & Sonnentag, 2006; Rodriguez-Muñoz, et al., 2015). Therefore, interest in the factors that influence recovery experiences and job performance should be highlighted to gain a clarification of the recovering process.

This study builds on the stress-recovery literature to test a model that describes the relationships among challenge stressors, hindrance stressors, recovery experiences and job performance. Without clear evidence of the specific factors influencing the recovering from work stressors and job performance in Egypt, organizations may be reluctant to take the initiatives to effectively manage the work stressors.

Research problem:

In comparison between manufacturing technology and service technology, Daft (2010) indicated that service technology is more labor and knowledge intensive and the human element is more important. The direct interaction between the customers and employees is generally very high in service organizations. Furthermore, the quality of services is difficult to measure. Consequently, Positions in service organizations are stressful and emotionally draining occupations which induce a lot of problems in terms of long shifts, low pay, and lack of equipment. These conditions especially in Egypt contribute in creating unsupportive work environment. Accordingly, employees in service organizations (i.e., nurses, teachers, hotels staff, and automotive services) should be a core part of organization's attention in Egypt.

Furthermore, it is worth mentioning that previous findings indicated that limited research have examined the impact of specific job characteristics (i.e., job demand) on recovering process and job performance (Rodriguez-Muñoz, et al., 2015; Fritz & Sonnentag, 2006). This in turn calls for the need to highlight the factors that may enhance or impede recovery experiences. In addition, the process of recovery from work related stressors has not received as much scientific importance as the strain process itself (i.e., Siltaloppi, Kinnunen, & Feldt, 2009; Demerouti, Bakker, Geurts, & Taris, 2009). It has been found that the lack of recovery could have more influence on employees' wellbeing and health than the stress itself (Siltaloppi, et al., 2009; Zijlstra & Sonnentag, 2006).

Towards filling this gap, this study builds on the stress-recovery literature to test a model that describes the factors affecting recovery experiences that may play roles in the Egyptian environment especially in public hospitals.

Research objectives:

This study follows the call for positive organizational research (i.e., Ilies, Keeney, & Scott, 2010) and aims at examining the importance of recovery experiences in Egyptian organizations. More specifically, this study aims at investigating the impacts of challenge stressors, hindrance stressors on recovery experiences and job performance. Additionally, the study intends to examine the mediating role of recovery experiences in the relationships between work stressors and job performance.

Research Importance:

This study has both theoretical and practical importance. From the theoretical perspective, this study contributes to stress-recovery literature through linking different models such as stressor-detachment model (Sonnetag, 2011) and the transactional model of stress (Lazarus, 1968). In addition, most of the studies on recovery experiences are conducted in Western countries (i.e., Sonnetag & Fritz, 2015). Thus, this study aims at testing the hypothesized relationships in a different context (i.e., Egyptian work environment).

From the practical perspective, this study helps managers to organize work environment in a way that supports recovery experiences. Service organizations will benefit from controlling the level of challenging and hindering situations in the work environment. In addition, decision makers may consider professional development opportunities for employees that involve numerous activities while away from work. Such activities enrich individual's life, recovery experiences, and personal wellbeing.

Theoretical Background and Research Hypotheses

Work stressors have received significant research attention in recent years, broadly due to the impacts they have on both workers and organizations (Webster, Beehr, & Christiansen, 2010). There are many attempts toward classifying work stressors into challenge stressors and hindrance stressors such as the challenge-hindrance Framework (Cavanaugh, Boswell, Roehling, & Boudreau, 2000) and transactional stress model (Lazarus & Folkman, 1984).

Although previous research have found that challenge stressors and hindrance stressors are differently related to variety of attitudes and behaviors (i.e., Cavanaugh et al., 2000), It is indicated that both challenge stressors and hindrance stressors are also associated with psychological strains, such as emotional exhaustion, depression, and tension (i.e., Boswell, Olson-Buchanan, & LePine, 2004). Thus, this study will benefit from the organizational stress literature and addresses the theoretical foundation for understanding the distinction between challenge stressors and hindrance stressors and their differential impacts on non-work and work outcomes in Egyptian organizations.

The Transactional stress model indicates that environmental demands that exceed individual's resources create the experience of psychological stress. These demands can be categorized as either challenge or hindrance.

Accordingly, individuals pursue two kinds of appraisal: primary and secondary appraisal (Lazarus & Folkman, 1984). Primary appraisal refers to the individual's evaluation of an encounter as irrelevant, benign or positive, or threat/challenge (Lazarus & Folkman, 1984: 31) while individuals pursue secondary appraisal through participating in different coping strategies: problem-focused coping such as exhibiting greater effort and emotion-focused coping such as seeking social support (Perrewé & Zellars, 1999; Lazarus & Folkman, 1984).

Perrewé and Zellars (1999) revealed that significant amount of research supported the transactional model of stress through demonstrating the way that individuals evaluate the events happening and the way they cope with it. However, several issues remain questionable concerning the individuals' choice of emotion-focused strategies consistently (Perrewé, & Zellars, 1999) while others have found that individuals choose specific coping strategy according to the situation (Folkman & Lazarus, 1985).

Therefore, building on the transactional model of stress, Lepine, Podsakoff, and LePine (2005) showed that the adoption of certain coping strategy is due to challenge stressors and hindrance stressors. In other words, individuals respond to challenge stressors through pursuing problem solving coping and to hindrance stressors through involving in emotional or avoidance coping.

The challenge-hindrance framework distinguishes between two types of work stressors and their associations with positive and negative outcomes for employees (Cavanaugh et al., 2000). On one hand, challenge stressors are the work demands that are stressful, but rewarding aspects of most jobs thus achieve gains for individuals. On the other hand, hindrance stressors block opportunity for individuals' work achievement and personal growth.

Although Podsakoff, LePine, and LePine, (2007) indicated that previous research support the validity of the challenge-hindrance stressors framework, theories that account for the distinction have not been developed, and only recently have scholars begun to investigate relationships between types of work stressors and work outcomes (Boswell et al., 2004). Furthermore, Lepine and colleagues (2005) couldn't provide evidence that some work outcomes are health outcomes as well (i.e., recovery experience) (Widmer, Semmer, Kälin, Jacobshagen, & Meier, 2012). In addition, it was found that indicators of negative wellbeing have dominated challenge-hindrance research (Widmer et al., 2012). Therefore, this study considers positive wellbeing variables (i.e., recovery experiences) that hardly considered as an outcome variable especially for challenge stressors in the Egyptian context.

Accordingly, consistent with Widmer and colleagues (2012), this study investigates the impact of challenge stressors and hindrance stressors on recovery experiences (i.e., psychological detachment, relaxation, mastery and control experiences) that help in building personal resources. This can be explained through stressors-detachment model that is considered a step for linking between work stressors and psychological detachment as a main facet of recovery experiences.

Sonnentag (2011) proposed a stressor-detachment model that focuses on the critical role of psychological detachment in the stressor-strain process. The term "psychological detachment" has been introduced by Sonnentag and Bayer (2005) into stress-recovery literature. It implies distancing oneself from work related tasks and not thinking about work related issues during non work time (Sonnentag & Bayer, 2005; Sonnentag & Fritz, 2007).

The current study will benefit from applying the stressors-detachment model to understand individuals' behavior in the Egyptian work environment especially in workplaces that are characterized by high level of work stressors. However, Psychological detachment is not the only mechanism that helps in enhancing recovery experiences, other experiences (i.e., relaxation) should be emphasized as well. Additionally, the stressors-detachment model doesn't distinguish between challenge and hindrance stressors that may have differential effects on psychological detachment. Therefore, this study considers the impact of differential effects of challenge and hindrance stressors especially on both non work outcomes (i.e., recovery experiences) and work outcomes (job performance).

Recovery from work stressors can be defined as "the process by which individual functional systems during a stressful experience return to their prestressor level (Meijman & Mulder, 1998: 9). The literature on the field of recovery includes a mixture of recovery-related concepts that need to be clarified: recovery activities (Sonnentag, 2001); Recovery Experiences (Sonnentag & Fritz, 2007); and Recovery opportunity

(Rodriguez-Muñoz et al., 2015). Accordingly, this study focuses on recovery experiences that represent the strategies that help individuals to return to their prestressor levels (Sonnentag & Fritz, 2007). It is revealed that it is not the specific activity that helps individuals to recover from job strain, rather they are the mechanisms (i.e., recovery experiences) behind such activities.

Theoretically, Conservation of Resources (COR) (Hobfoll, 1989) and Effort-Recovery Model (E-R) (Meijman & Mulder, 1998) can explain the recovery experiences. COR suggests that off job time helps individuals to regain threatened resources and create new ones while E-R proposes that refraining from work demand contributes to the recovery occurrence.

Accordingly, Sonnentag (2001) showed that both COR and E-R models complement each other. Psychological detachment and relaxation have their roots in E-R, while mastery experiences and control in COR (Siltaloppi et al., 2009). In addition, Demerouti and colleagues (2009) developed a recovery model that revealed that work domain is characterized by both job demands and job resources that inhibit and facilitate recovery respectively.

Previous research revealed that there are few theories that deal with recovery (Siltaloppi et al., 2009). It has been also demonstrated that the recovery process is a complex phenomenon that can be associated with numerous of antecedents and outcomes (i.e., subjective experiences, behavior, and performance). Furthermore, the study of Fritz and Sonnentag (2006) has revealed that the impact of recovery experiences on performance related outcomes is still scarce. Therefore, this study will benefit from the stress-recovery literature, through emphasizing work characteristics and recovery experiences as mechanisms that may affect job performance (i.e., in-role behaviors and organizational citizenship behaviors).

Studies linking challenge stressors and hindrance stressors with job performance:

Work stress literature have examined the effects of different types of work stressors on performance (i.e., LePine et al., 2005; Wallace, Edwards, Arnold, & Friezer, 2009). In a meta-analysis research, LePine and his colleagues (2005) revealed that hindrance stressors have both direct and indirect negative impact on job performance while challenge stressors positively affect job performance. Furthermore, in a sample of 215 employees, Wallace and colleagues (2009) investigated the relationship between work stressors and job performance. The results indicated that challenge stressors positively related to job performance, whereas the opposite was true for hindrance stressors.

In addition, Eatough, Chang, Miloslavic, and Johnson, (2011) conducted a meta-analysis to examine the impact of hindrance stressors on organizational citizenship behavior (OCB). The meta-analysis results delineated that hindrance stressors had negative relationships with OCB. The study findings also indicated that hindrance stressors were found to have stronger negative association with OCB than it did with task performance.

In sum, consistent with the previous studies, this study expects that challenge stressors are opportunities for growth and motivate workers to work thus positively affect job performance. On the other hand, individuals who face hindrance stressors are depressed and dissatisfied with their work, which may negatively influence job performance. Therefore, the following hypotheses are formulated:

- **Hypothesis1:** There is a positive relationship between challenge stressors and job performance.
- **Hypothesis2:** There is a negative relationship between hindrance stressors and job performance.

Studies linking challenge stressors with recovery experiences:

Different studies emphasized the factors influencing psychological detachment. For instance, Sonnentag and Bayer (2005) revealed that challenge stressors had a negative impact on psychological detachment during evening hours. Later on, it was found that challenge stressors were associated with poor psychological detachment from work during non-work time (Sonnentag, Kuttler, & Fritz, 2010). Consistently, the study by Kinnunen and his colleagues (2011) showed that challenge demands were negatively related to psychological detachment and relaxation. In addition, Sonnentag and Fritz (2007) investigated the relationships between challenge stressors and the four facets of recovery experiences (i.e., psychological detachment, relaxation, mastery, and control experiences) and revealed that challenge stressors were negatively related to recovery experiences except for mastery experiences.

On the contrary, Tadić, Bakker, and Oerlemans (2015) found that daily challenge stressors had a positive impact on well-being (i.e., daily positive affect). Positive affect was found helpful for individuals to recover from demand stressors (Ong, Bergeman, Bisconti, & Wallace, 2006). Consistently, Widmer and colleagues' study (2012) also revealed that the positive effect of challenge stressors extended beyond the work domain to a positive attitude toward life in general which might promote recovery experiences.

Accordingly, the empirical evidence revealed that there are inconsistent results. However, this study adopts the challenge-hindrance framework and the line of research that indicated that challenge stressors are positively associated with recovery experiences. Therefore, this study expects to find a positive relationship between challenge stressors and recovery experiences.

- **Hypothesis 3:** There is a positive relationship between challenge stressors and recovery experiences.

Studies linking hindrance stressors with recovery experiences:

Rodell and Judge (2009) investigated the relationships between hindrance stressors and emotions. The findings revealed that hindrance stressors evoked negative emotions that in turn acted as obstacles for individuals to recover from work stressors (Ong et al., 2006). Furthermore, Pearsall, Ellis, and Stein (2009) showed that team members couldn't cope with hindrance stressors as they were uncontrollable. Consequently, hindrance stressors made individuals abandon attempts to cope with such stressors.

Consequently, it can be concluded that feeling disable to control work issues negatively affect individual's emotions and make individuals unable to enjoy their leisure time (i.e., engaging in recovering experiences). Moreover, in the Egyptian context, public hospitals are full of hindrance stressors (i.e., red tape) that are considered as a part of Egyptian medical system. Therefore, this study suggests the following hypothesis:

- **Hypothesis 4:** There is a negative relationship between hindrance stressors and recovery experiences.

Studies linking recovery experiences with job performance:

Fritz and Sonnentag (2006) revealed that the impact of recovery experiences on performance related outcomes was still scarce. Thus, there were few studies that examined the impact of recovery experiences on job performance. Eschleman, Madsen, Alarcon, & Barelka, (2014) conducted two studies: In the first study, they found indirect effect of creative activity on organizational citizenship behaviors through control experiences while in the second study the indirect effect was found through mastery experiences.

Among other researches that focused on the positive consequences of recovery, Binnewies, Sonnentag, & Mojza (2009) showed that the state of being recovered as an outcome of the recovery process positively influences daily task performance, and daily organizational citizenship behavior, whereas in a longitudinal study performed by Fritz and Sonnentag (2006), they showed that recovery process during vacations decreased health complaints and exhaustion, but didn't affect the task performance. Accordingly, on the basis of previous studies, this study expects to find a positive relationship between recovery experiences and job performance

- **Hypothesis 5:** There is a positive relationship between recovery experiences and job performance.

The mediating role of recovery experiences in the relationships among work stressors and job performance:

Fritz and Sonnentag (2005) have emphasized greatly the consequences of recovery process. However, limited number of studies has examined the factors that may influence the recovery process (Rodriguez-Muñoz et al., 2015). Therefore, to the best of researcher's knowledge, none of the previous studies examined the mediating role of recovery experiences in the hypothesized relationships. Consequently, building on the previous results, this study intends to investigate the mediating role of recovery experiences in the relationship between challenge stressors and job performance as well as the relationship between hindrance stressors and job performance. Therefore, this study expects the following hypotheses:

- **Hypothesis 6:** Recovery experiences mediate the relationship between challenge stressors and job performance.
- **Hypothesis 7:** Recovery experiences mediate the relationship between hindrance stressors and job performance.

Based on the previous studies and empirical evidence, the proposed theoretical model depicts the proposed relationships graphically. It introduces challenge and hindrance stressors that may influence the recovery experiences and job performance.

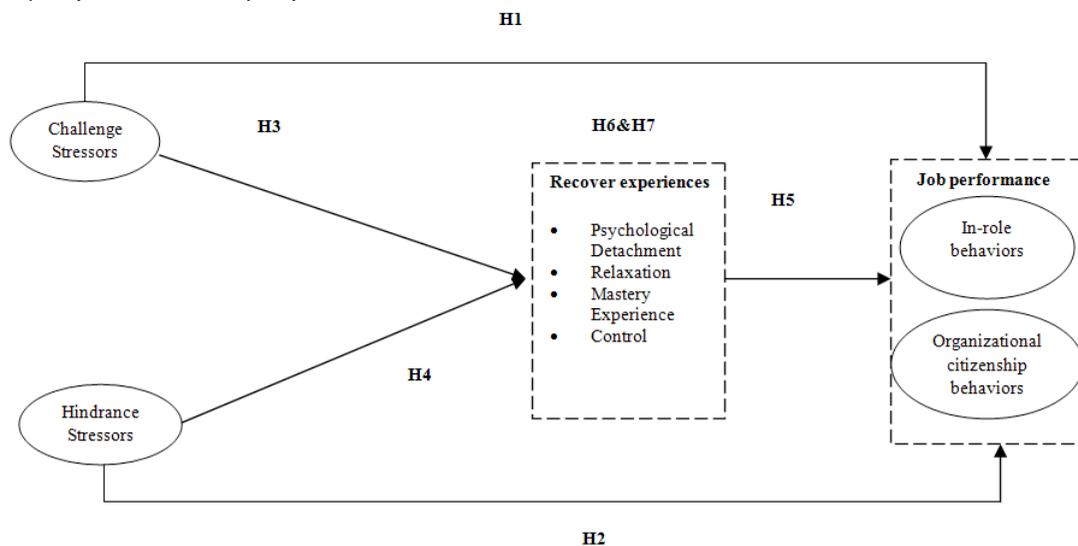


Fig. 1. Proposed Theoretical Model

Methods

Population and Sample

The study population consists of all nurses who are working in university hospitals in Alexandria. The individual nurse is the unit of analysis. The sample size is 251 nurses working in eight university hospitals. Out of the 251 nurses, 239 (95%) are females and 12 (5%) are males. With respect to nursing qualification, thirteen (5%) respondents have a Bachelor degree. 104 (41%) respondents work as technical nurses while 134 (53%) respondents have a nursing diploma. In terms of organizational tenure, 203 respondents have tenures of 30 years or less. The rest have been with their hospitals for more than 30 years.

The researcher made a lot of trials to get the sample frame of nurses, but such trials were refused by the head of nurses of the University hospitals. The sample frame of nurses was considered as secret information of nurse. Therefore, the researcher depended on convenient and snowball sampling techniques. Therefore, the researcher relied on "convenient sampling technique" to choose the supervisors and nurses. The researcher further applied the "snowballing" approach by letting the supervisors and nurses to refer to other supervisors and nurses working in other departments.

Measures

First: The Independent Variables:

Challenge Stressors:

Challenge stressors are conceptually referred to "work-related demands or circumstances that help individuals to achieve potential gains at work" (Cavanaugh et al., 2000: 68).

Challenge stressors are operationalized by measuring factors such as: time pressure, job overload, job scope, and responsibility. Challenge stressors are assessed via Cavanaugh and colleague's (2000) measure. The response format ranges from 1 »produces no stress« to 5 "produces a great deal of stress". The measure consists of six challenge-related items. An example challenge-related item is "the number of projects and assignment I have".

Hindrance Stressors:

Hindrance stressors are conceptually referred to "work-related demands or circumstances that are obstacles for the achievement of individuals' goals" (Cavanaugh et al., 2000: 68).

Hindrance stressors are operationalized by measuring organizational politics, red tape, role ambiguity, and concerns about job insecurity. Hindrance stressors are assessed via Cavanaugh and colleague's (2000) measure. The response format ranges from 1 "produces no stress" to 5 "produces a great deal of stress". The measure consists of five hindrance-related items. An example hindrance-related item includes "the lack of job security I have".

Second: The Mediating Variable

Recovery Experiences

Recovery is conceptually referred to “the process by which individual functional systems during a stressful experience return to their prestressor level (Meijman & Mulder, 1998: 9).

Recovery experiences are operationalized by four dimensions: psychological detachment, relaxation, mastery experiences, and control (Sonnentag & Fritz, 2007: 205).

- Psychological detachment: refers to “disengage oneself mentally from work and stop thinking about one’s work and job-related problems or opportunities” (Sonnentag & Fitzi, 2007: 205).
- Relaxation: refers to “process that is associated with leisure activities and is characterized by a state of low activation and increased positive affect” (Sonnentag & Fitzi, 2007: 206).
- Mastery experience: is defined as “off-job activities that distract from the job through providing challenging experiences and learning opportunities in other domains” (Sonnentag & Fitzi, 2007: 206).
- Control during leisure time: is defined as “the degree to which a person can decide which activity to pursue during leisure time, as well as when and how to pursue this activity” (Sonnentag & Fitzi, 2007: 206).

Recovery experiences are measured by using the Recovery Experience Questionnaire (Sonnentag & Fritz, 2007). Respondents rate on 5-point Likert type scale ranging from 1= “Not at all” to 5= “Very much”.

- Psychological detachment is assessed by a scale consists of four items. Sample items include “I forget about work” (Sonnentag & Fitzi, 2007).
- Relaxation is assessed by a scale which consists of four items. Sample items include “I kick back and relax”.
- Mastery experience is assessed by scale which consists of four items. Sample items include “I learn new thing”.
- Control during leisure time is assessed using four items. Sample items include: “I feel like I can decide for myself what to do”.

Third: The Dependent Variable:

Job Performance:

Job performance: is defined as “the aggregated value to the organization of the discrete behavioral episodes that individuals could perform over a standard time interval” (Motowildo, Borman, & Schmit, 1997: 71).

Job performance is operationalized by measuring In-Role Behaviors (IRBs) and Organizational Citizenship Behaviors (OCBs). Supervisors rate the subordinates’ (IRB), organizational citizenship behavior toward individual (OCBI) and organizational citizenship behavior toward organization (OCBO) using Williams and Anderson’s (1991) 21-item measure. Examples of items are “Adequately complete assigned tasks” (IRB), “Helps others who have been absent” (OCBI), and “Takes undeserved work breaks (reverse-scored)” (OCBO).

Data Collection Method

The survey approach is applied in this study by using a questionnaire instrument. A total of 251 self-reported surveys and supervisor ratings are collected. The self-reported surveys are distributed to nurses concerning challenge stressors, hindrance stressors and recovery experiences while the supervisors of nurses rate their performance levels.

A pilot study is carried out to examine the face validity and reliability of the questionnaire. A convenience sample of 90 nurses and supervisors working in a one university hospital is used for the pilot study. Each questionnaire has a cover letter explaining the nature of the study and the confidentiality of responses.

Results:

Descriptive Statistics

Means, minimum, maximum, and standard deviation, as well the reliability and validity of the scales are presented in table 1. Reliability is concerned with the ability of the instrument to measure internal consistency (Tavakol & Dennick, 2011; Hair, Anderson, Babin, & Black, 2010). As shown, the reliability coefficient for all scales exceeds 0.60. In addition, Convergent validity assesses the degree to which two measures of the same constructs are correlated (Hair et al., 2010; Devon, Block, Moyle-Wright, Ernst, Hayden, Lazzara, & Kostas-Polston, 2007). To test the convergent validity, the Average Variance Extracted (AVE) for each of the scale is computed. AVE refers to the average communality for each latent factor (Hair et al., 2010). As shown in table 1. AVE by work stressors, recovery experiences, and job performance meet the typical acceptance level of 0.50 (Hair et al., 2010).

Table No. (1) Descriptive Statistics of the Study Variables (N =251)

The variables of the study	Cronbach's alpha	AVE	Minimum	Maximum	M	SD
Work stressors						
Challenge stressors			1	5	3.54	0.697
Hindrance stressors	0.681	0.545	1	5	2.78	1.130
Recovery experiences						
Psychological detachment			1	5	2.78	1.293
Relaxation			1	5	2.67	0.948
Mastery Experience			1	5	3.51	0.807
Control Experience	0.765	0.643	2	5	3.52	0.730
Job performance						
In-Role behavior			1	5	4.08	0.624
Citizenship behaviors	0.906	0.672	2	5	3.75	0.663

In addition, discriminant validity has been assessed to measure the instrument's ability to differentiate between constructs that are theoretically different (Devon et al., 2007). According to the criterion set by Garson (2013) for any latent variable, AVE should be higher than its squared correlation with any other latent variable as indicated in table 2.

Table No. (2) AVE and the Squared Correlation among Variables:

No. Variable	1	2	3	4
1 Challenge stressors	0.513			
2 Hindrance stressors	0.008	<u>0.518</u>		
3 Recovery Experiences	0.013*	0.008	<u>0.643</u>	
4 Job performance	0.008	0.004	0.002	<u>0.672</u>

* Correlation is significant at ($P < 0.05$)

*The underlined values are AVE

Model Testing:

To test the proposed model, structural equation modeling (SEM) is implemented by AMOS statistical software. As a first step, Confirmatory Factor Analysis (CFA) is performed. CFA eliminates three items from hindrance stressors, two items from psychological detachment, two from in role behaviors, and one from organizational citizenship behaviors because of their low standard regression weights. Accordingly, Table 3 and 4 displays some of the model fit indices of CFA and Structural Equation Modeling (SEM), which are the discrepancy function Chi-square/df (CMIN), comparative fit index (CFI), incremental fit index (IFI), root mean square residual (RMR), root mean square error of approximation (RMSEA), and PCLOSE.

In general, the results have supported that CFA and SEM models can be considered as having a good fit. It is indicated that the value of CMIN less than 3 is good, the values for CFI, IFI range from 0 (poor fit) to 1 (perfect fit), and the values for RMR, RMSEA should be less than 0.08 while P-CLOSE provide close fit test for which values are greater than 0.05 (Hu & Bentler, 1999; Hoelter, 1983).

Table No. (3) Results of CFA

CMIN/DF	CFI	IFI	RMR	RMSEA	PCLOSE
1.534*	0.909*	0.911*	0.065*	0.046*	0.874*

* Acceptable values

Table No. (4) Results of SEM (N=251)

CMIN/DF	P-value	CFI	IFI	RMR	RMSEA	PCLOSE
1.500*	0.0001	0.914*	0.916*	0.068*	0.045*	0.944*

* Acceptable values

As a second step to test the hypotheses from 1 to 5 and the mediating effect formulated in hypotheses 6 and 7, Baron and Kenny's approach (1986) is followed. Four conditions should be met: First, the presumed independent variable accounts for variation in the presumed mediator (H3 & H4). Second, the presumed mediator accounts for variation in the presumed dependent variable (H5). Third, the independent variable must be shown to affect the dependent variable (H1 & H2); and fourth, a previously significant relationship between the independent variable and the dependent variable is no longer significant after the inclusion of the mediator.

Results revealed that challenge stressors were insignificantly related to job performance (Stand. Estimate= -0.176; $P=0.766$ for IRBs; Stand. Estimate= -0.152; $P=0.463$ for OCBs). In addition, the relationship

between hindrance stressors and job performance was also insignificant (Stand. Estimate= -0.507; $P= 0.730$ for IRBs; Stand. Estimate= -0.204; $P= 0.546$ for OCBs). These findings rejected hypothesis 1 and hypothesis 2.

Furthermore, the SEM showed that challenge stressors were related significantly to psychological detachment (Stand. Estimate= -0.223; $P=0.022$) and relaxation (Stand. Estimate= -0.158; $P=0.045$) however, the relationships weren't in the expected directions. Additionally, challenge stressors were found to be related insignificantly to mastery experiences (Stand. Estimate=0.026; $P=0.746$) and control experiences (Stand. Estimate=-0.032; $P=0.702$). Consequently, hypothesis 3 was partially accepted.

SEM also revealed that hindrance stressors were related insignificantly to all of the four facets of recovery experiences (Stand. Estimate=0.021; $P=0.758$ for Psychological detachment; Stand. Estimate = -0.372; $P=0.288$ for Relaxation; Stand. Estimate= -0.702; $P= 0.281$ for Mastery experiences; Stand. Estimate=-0.963; $P=0.276$ for Control experiences). Therefore, hypothesis 4 wasn't supported.

The findings also revealed that psychological detachment was significantly related to only IRBs (Stand. Estimate=0.135; $P= 0.048$ for IRBs; Stand. Estimate=0.056; $P=0.382$ for OCBs) while the other three facets of recovery experiences weren't significantly related to job performance (Relaxation: Stand. Estimate= -0.215; $P=0.422$ for IRBs; Stand. Estimate= -0.165; $P=0.352$ for OCBs; Mastery experiences: Stand. Estimate= -0.551; $P=0.523$ for IRBs; Stand. Estimate=-0.383; $P=0.495$ for OCBs; Control experiences: Stand. Estimate=-0.434; $P=0.745$ for IRBs; Stand. Estimate=-0.154; $P= 0.649$ for OCBs). Accordingly, hypothesis 5 was rejected except for psychological detachment.

Consequently, previous results couldn't meet the four conditions of Baron and Kenny's (1986) approach for testing the mediation. Therefore, the findings didn't support hypotheses 6 and 7.

Discussion:

SEM analyses produced certain findings. This study didn't provide support for a positive effect of challenge stressors on both IRBs and OCBs. Although the findings were consistent with the study of Arsenault and Dolan (1983) that revealed that challenge stressors didn't affect job performance, LePine and colleagues (2005); Wallace and colleagues (2009); Rodell and Judge (2009) indicated that challenge stressors acted as motivator for individuals to focus on the contractual and nonrewarded part of their work. The findings also showed that there was insignificant relationship between hindrance stressors and IRBs and OCBs. This contradicted Eatough and his colleagues (2011) results that demonstrated that hindrance stressors were negatively related to OCB.

The findings might imply that the effect of challenge stressors and hindrance stressors on job performance could be intervened by other variables. For instance, LePine and colleagues (2005) demonstrated the indirect effect of challenge stressors on job performance through reducing strains and enhancing motivation. In addition, the findings emphasized the indirect effect of hindrance stressors on job performance through increasing strains and reducing motivation.

Furthermore, in their study, Webster and his colleagues (2010) revealed that job satisfaction was involved in the relationship between hindrance stressors and citizenship behaviors. Moreover, Rodell and

Judge (2009) emphasized the role of negative emotions (i.e., anger) between hindrance stressors and citizenship behaviors. Such mediating variables might explain the hypothesized relationships.

Unexpectedly, the study's findings showed that challenge stressors were negatively related to both psychological detachment and relaxation. The results were consistent with previous studies that indicated that challenge stressors were related to poor psychological detachment and relaxation (i.e., Sonnentag & Bayer, 2005; Sonnentag & Fritz, 2007; Pearsall et al., 2009; Sonnentag et al., 2010). It was revealed that challenge stressors made individual mentally connected to job issues to find avenues for solving problems to alleviate stressful situations (Sonnentag & Fritz, 2015). In addition, the results showed that the relationship between hindrance stressors and recovery experiences was not significant. This was in contrast to Sonnentag and Fritz's (2007) study that demonstrated that hindrance stressors were negatively related to psychological detachment and control.

One reason why the relationship between challenge stressors and the other facets of recovery experiences was not significant might be the fact that individuals might not react to challenge stressors uniformly. Some individuals might try to counteract challenge stressors through pursuing different activities that might or might not offer the opportunity for mastery and control experiences (Sonnentag & Fritz, 2007). Additionally, there could be other mediating or moderators variables affecting the relationship between challenge stressors, hindrance stressors, and recovery experiences. For instance, affective states, level of frustration, type of coping, personality (type A or B behaviors), and social support might play a role in the hypothesized relationships (Widmer et al., 2012; Cavanaugh et al., 2000; Ivancevich, Matteson, & Konopaske, 1990).

Furthermore, Gilboa, Shirom, Fried, and Cooper, (2008); Eatough and colleagues (2011) reviewed the literature and showed that work stressors that were associated with hindrance might to some degree reflect a component of challenge. For instance, job insecurity had both strong hindrance and challenge components. Therefore, participants might differ in their perceptions of challenge and hindrance stressors. In addition, the majority of subjects in the current study sample was females. Previous studies indicated that females tended to focus more on emotion-focused coping rather problem focused-coping when facing stressors (Matud, 2004). Building on this finding, nurses in Egyptian hospitals during their off job time might focus more on emotional expressiveness and showing lack of assertiveness rather than engaging in recovery experiences to rebuild lost personal resources (i.e., mastery experiences).

Previous studies also indicated that hindrance stressors were uncontrollable (Cavanaugh et al., 2000). Individuals had nothing to do to cope with such type of stressors. Certain types of hindrance stressors (i.e., red tape) were inherent in the Egyptian public hospitals in which the study's sample was selected from. Consequently, nurses might find engaging in recovering experiences was unhelpful to cope with hindrance stressors.

As expected, the results revealed the relationship between psychological detachment and IRBs was positive and significant but was not significant with citizenship behaviors. In addition, the relationship between the other facets of recovery experiences and job performance was also insignificant. The results contradicted previous studies that found that recovering from work stressors positively affect IRBs and OCBs (i.e., Sonnentag & Fritz, 2007; Binnewies et al., 2009). It might be that the activities (i.e., household activi-

ties) that nurses pursue outside the work may be exhausting to the degree that they do not promote recovery thus impairing performance.

On the contrary, Hobfoll (1998) showed that relaxation, mastery experiences and control experiences might help individuals to build up new resources that are helpful for job performance. Nurses might find attaining mastery experiences put additional demands on them. In addition, relaxation required little physical or intellectual effort that in turn presented no challenge to them thus didn't help in promoting their job performance level. Finally, although Eschleman and his colleagues (2014) reported a positive relationship between control experiences and citizenship behaviors, the current findings revealed that control experiences were insignificantly related to job performance. Such insignificant relationship might be explained by other mediating variables such as self efficacy. Previous studies indicated that control experiences might help in enhancing self efficacy that could improve job performance (Eschleman et al., 2014).

Practical Implications:

With respect to practical implication, several approaches might help nurses to recover from stressors: First, eliminating hindrance related stressors associated with red tape and job insecurity require systematic changes in the university hospitals' culture. Second, nurses should be encouraged to enact non-work related activities (i.e., volunteering activities) that require full attention. Third, managers should re-design the work to increase nurses' motivation. More precisely, nurses may have heavy workload and time pressure but the context of the job should be rewarding and motivating.

Limitations:

This study has several limitations that must be taken into account when interpreting the results. The cross sectional design with a relatively small sample size in the current study put some constraints on drawing conclusions regarding causal inferences among work related stressors, recovery experiences, and job performance. In addition, this study was conducted by using subjects from one single profession (i.e., nursing). Furthermore, the sample was predominantly (95.2%) females which affected the generalizability to men. The sample also affected the generalizability to other work settings.

In addition, the nurses' self-reported measures might be biased due to social desirability, the need for social approval and acceptance, which could be attained by means of culturally acceptable and appropriate behaviors (Podsakoff, MacKenzie, Lee, & Podsakoff, 2003). Moreover, the supervisor ratings of nurses' performance might not reflect the actual performance of nurses as they might be subject to the supervisors' bias and subjectivity.

Suggestions for Future Research

Future research should investigate the potential moderating variables that alleviate the relationship between stressors and low recovery experiences. For instance, the supervisor behaviors may influence the extent to which nurses appraise stressful demands as being challenges or hindrances (Podsakoff, LePine, & LePine, 2007). Additionally, future research should examine

specific types of challenge stressors, hindrance stressors, and recovery experience that might matter for specific occupation. For instance, Sonnentag and Krueger (2006) found that high role ambiguity negatively related to psychological detachment. Lastly, further research also is needed to use longitudinal design to better assess the interplay role of work stressors and recovery experiences as a dynamic process including both immediate and cumulative reactions that build over the course of a work day and spill over into non work time.

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Appendix:

القسم الأول: العبارات التالية توضح مصادر الضغوط في العمل التي يمكن أن تتعرض لها في العمل

5	4	3	2	1	العبارة
					1. عدد المهام والتكليفات المسندة لي.
					2. الوقت الذي أقضيه في العمل.
					3. حجم الأعمال التي يجب الانتهاء منها في الوقت المحدد.
					4. ضغوط الوقت التي أتعرض لها في العمل.
					5. حجم المسؤولية المسندة لي التي يحتويها عملي.
					6. نوع المسؤولية في مركزي الوظيفي.
					7. درجة تأثير القرارات بالاعتبارات الشخصية بدلاً من الأداء الوظيفي.
					8. عدم القدرة على فهم ما هو متوقع مني أدائه في العمل.
					9. كمية العمل الروتيني التي يجب اتباعها للانتهاء من العمل.
					10. نقص الأمان الوظيفي.
					11. فرص الترقى في عملي محدودة.

القسم الثاني: فيما يلي عدد من العبارات التي توضح أحداث العمل الإيجابية والسلبية، وضع إلى أي مدى توافق على حدوث الأحداث التالية بشكل إيجابي أو سلبي في مجال عملك:

5	4	3	2	1	العبارة
					1. أقوم بتنفيذ المهام بشكل ناجح.
					2. يقوم مشرف العمل بمدح إنجازاتي.
					3. يقوم زميل العمل بمدح إنجازاتي.
					4. حصلت على أجازة من العمل مؤخرًا.
					5. حصلت على زيادة في المرتب مؤخرًا.
					6. قامت المنظمة بتحسين مزايا العمل.
					7. حصلت على ترقية مؤخرًا.
					8. حصلت على مكافأة لإنجاز العمل بكفاءة.
					9. قام أحد الزملاء غير المرغوب فيهم بترك العمل في قسبي.
					10. يسند لي بعض المهام التي لا أرغب في القيام بها.
					11. قام أحد الزملاء المفضلين لدي بترك العمل في قسبي.
					12. توجد بعض الخلافات مع مشرف العمل.
					13. توجد بعض الخلافات مع زملاء العمل.
					14. تتدخل المشاكل الشخصية مع العمل.
					15. تم تخفيض بعض مزايا العمل.
					16. لم تحصل على ترقية منذ فترة.
					17. حصلت على تقييم أداء سلبي.
					18. لم تحصل على زيادة في المرتبات منذ فترة.

القسم الثالث: فيما يلي عدد من العبارات التي تقيس خبرات التعافي من ضغوط العمل أثناء أوقات الفراغ. برجاء وضع علامة (√) داخل المربع الذي يتفق مع رأيك.

5	4	3	2	1	العبارة
					1. لا أفكر في العمل خلال أوقات فراغي.
					2. لا أفكر في العمل مطلقاً بعد خروجي منه.
					3. أحاول فصل نفسي عن العمل من فترة لأخرى.
					4. أحاول الحصول على بعض الراحة من ضغوط ومتطلبات العمل.

5	4	3	2	1	العبارة
					5. لدى القدرة على الإسترخاء أثناء وقت الفراغ.
					6. أقوم بأنشطه تساعدني على الإسترخاء.
					7. أستغل وقت الفراغ في الإسترخاء.
					8. أحاول الحصول على أوقات راحة للإستمتاع وممارسه الهوايات.
					9. لدى القدرة على تعلم أنشطة وأشياء جديدة.
					10. أبحث دائماً عن طرق جديدة لتوسيع أفقي الذهني.
					11. أقوم بأشياء بها قدر من التحدي.
					12. أقوم بأشياء مختلفه لتوسيع أفقي الفكري.
					13. أشعر بأن لدى القدرة على أن أقرر بنفسى ما أقوم به.
					14. أضع لنفسى جدول زمنى للأنشطه التى يجب ان أقوم بها.
					15. أقوم بنفسى بتحديد كيف أستخدم وقتى.
					16. لدي القدرة على تحديد كيفية ممارسه الانشطة.

القسم الرابع: فيما يلي عدد من العبارات التى تقيس الأداء الوظيفي. رجا وضع علامة (√) داخل المربع الذى يتفق مع رأيك.

5	4	3	2	1	العبارة
					1. تقوم بواجباتها بطريقه سليمه.
					2. تقوم بإنجاز المسؤوليات المحدد لها فى الوصف الوظيفي.
					3. لديها القدرة على إنجاز المهام المتوقعه منها.
					4. تستطيع تحقيق مستوى الأداء المطلوب منها فى العمل.
					5. تقوم بالمشاركه فى الانشطة التى تساهم بشكل مباشر فى تحديد مستوى الاداء.
					6. تتجاهل بعض جوانب العمل التى يجب عليها القيام بها.
					7. تفشل فى أداء واجباتها الأساسيه.
					8. تقدم المساعدة للزملاء الغائبين عن العمل.
					9. تساعد الآخرين الذين يواجهون عبء عمل ثقيل.
					10. تتطوع لمساعدة مشرفه العمل فى إنجاز مهام عملها.
					11. تعطى وقت للإستماع الى مشاكل زملائها.
					12. تبادر بتقديم المساعدة للزملاء الجدد.
					13. تعطى إهتمام شخصى للزملاء.
					14. تقوم بتوفير المعلومات للزملاء لإنجاز العمل .
					15. معدلات حضورها للعمل تفوق المعتاد.
					16. تقوم بالإبلاغ مسبقا فى حالة عدم الحضور للعمل.
					17. تأخذ فترات للراحة غير مستحقة.
					18. تقضى الكثير من الوقت فى إجراء محادثات تليفونية خاصة.
					19. تقدم شكاوى عن أمور غير هامه.
					20. تحى وتحافظ على ممتلكات وموارد المنظمه.
					21. تتلزم بالقواعد غير الرسميه لتنفيذ الأوامر.