

Chapter 4

Research Results

4.1 Introduction

The study was conducted on 137 respondents employed by a local financial institution. The demographic profile of the respondents is depicted below:

Table 4.1: Demographic Characteristics of Respondents

		Number	%
Individual Characteristics			
Age Group	21 – 30 years	26	19.0
	31 – 40 years	83	60.6
	41 – 50 years	28	20.4
	Above 50 years	0	0
Gender	Male	44	32.1
	Female	93	67.9
Ethnic Group	Malay	53	38.7
	Chinese	39	28.5
	Indian	45	32.8
Family Characteristics			
Marital Status	Single	27	19.7
	Married without children	48	35.0
	Married with children	56	40.9
	Divorced/Widowed	6	4.4
Work Characteristics			
Length of service	2 years or less	0	0
	3 – 6 years	35	25.5
	7 – 10 years	65	47.4
	Above 10 years	37	27.0
Position	Senior manager	18	13.1
	Manager	63	46.0
	Executives	56	40.9

4.2 Stress Data

The degree of stress perceived by the management staff pertaining to their job is discussed here.

Table 4.2: Respondents' Perception On Job Stress At Workplace.

Statement	Strongly disagree	Disagree	Neither agree nor disagree	Agree	Strongly agree	Mean Score
Overall I find my present job stressful	0%	24.8%	19.7%	55.5%	0%	3.3066

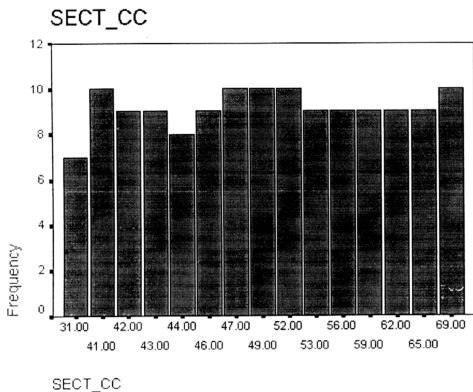
From the above table we can conclude that 55.5% agreed that they find their job stressful compared to 24.8% who disagreed and 19.7% who were neutral.

The management staffs' frequency on general health is discussed here.

Table 4.3: Respondents Frequency on General Health .

Valid	Frequency	Percentage	Cumulative Percentage
31.00	7	5.1	5.1
41.00	10	7.3	12.4
42.00	9	6.6	19.0
43.00	9	6.6	25.5
44.00	8	5.8	31.4
46.00	9	6.6	38.0
47.00	10	7.3	45.3
49.00	10	7.3	52.6
52.00	10	7.3	59.9
53.00	9	6.6	66.4
56.00	9	6.6	73.0
59.00	9	6.6	79.6
62.00	9	6.6	86.1
65.00	9	6.6	92.7
69.00	10	7.3	100.00
Total	137	100.00	100.00

Figure 4.1: Histogram Depicting the Valid Value of Respondents in the General Health



From the Table 4.3 and Figure 4.1 it is observed that the value of the symptoms fall between 31.00 to 69.00. This can be further elaborated with Table 4.3 on the specific symptoms felt by respondents.

Table 4.4: Major Stress Symptoms Experienced by Respondents

Statement	Strongly disagree	Disagree	Neither agree nor disagree	Agree	Strongly agree	Mean Score
Find it difficult to get up	5.1%	21.2%	13.1%	40.9%	19.7%	3.4891
Upset when something unexpected happens	0%	7.3%	66.4%	26.3%	0%	3.1898
Get tired easily	6.6%	12.4%	47.4%	33.6%	0%	3.0803

Table 4.4 shows the three main stress symptoms by respondents are "find it difficult to get up" (60.6%), "upset when something unexpected happens" (26.3%) and "getting tired easily" (33.6%).

4.2.1 Types of Work Stressors

A checklist of 70 items describing work stressors resulting from the job itself and the organisational climate were included in the questionnaire to evaluate the respondent's perception on possible cause of stress at workplace. For each variable the mean score was computed to serve as a basis on which the relative stress of the 70 work stressors could be compared. They were then arranged in descending order of perceived level of stress as presented in Table 4.5 and Table 4.6. A high mean score item indicates a negative perception of the company and thus a source of stress.

Table 4.5: Mean Score of Job Characteristics by Rank

Rank	Statements	Mean Score
1	Standard don't stand still around here, I'm expected to perform better than I did last time	3.8832
2	I spend a lot of time dealing with 'people problem'	3.6934
3	In this company it is not always easy to know what is going on	3.6496
4	I sometimes find myself caught between two groups with conflicting interest	3.6423
5	I sometimes find myself passing on order I don't agree with	3.4088
6	I sometimes have to work long hours and/or take work home to get things done	3.4015
7	Overall I find my present job stressful	3.3066
8	I feel that working for the company imposes restrictions on my behaviour	3.1971
9	If I make mistakes in my job, my career is likely to suffer	3.1752
10	I frequently find that my beliefs conflict with those of the company	3.1387
11	In doing my job I get little support from higher management	3.0657
12	If I make mistakes in my job, there could be serious consequences for the company	2.9781
13	I seldom know what higher management expects from me	2.9416
14	I am often faced with choice between family and work demand	2.8978
15	My position requires that I make a lot of important decisions	2.8540
16	I am constantly asked to use new methods and dealing with new problem	2.7883
17	This company is quick to adopt new ideas	2.7737
18	My opinions are usually considered when decisions are made	2.7664
19	It seems likely that I shall stay with this company until I retire	2.6496
20	I do not have to make many decisions of my own	2.5620

Topping the list in the aspect was the "Standard don't stand still around here, I'm expected to perform better than I did last time" with a mean score of 3.8832 as shown in Table 4.5. This is followed by "I spend a lot of time dealing with 'people problem'" and "In this company it is not always easy to know what is going on" with a respective mean score of 3.6934 and 3.6496.

On the other extreme "I do not have to make many decisions of my own" ranked the least important with a mean score of 2.5620. the 19th and 18th rank were "It seems

likely that I shall stay with this company until I retire" (mean score of 2.6496) and "My opinions are usually considered when decisions are made" (mean score of 2.7664).

Table 4.6: Mean Score of Organizational Climate by Rank

Rank	Statements	Mean Score
1	Our productivity sometimes suffer from lack of organizational planning	3.8613
2	There is not enough reward and recognition given in this organization for doing good work	3.8540
3	Management makes an effort to talk with you about your career aspirations with the organization	3.8102
4	There are awful lot of excuse around here when somebody makes a mistake	3.8029
5	We have to take some pretty big risks occasionally to keep ahead of the situation	3.6788
6	The philosophy of our management emphasises the human factor, how people feel, etc.	3.6788
7	The best way to make a good impression in here is to steer clear of open argument and disagreement	3.5985
8	We've a promotion system here that helps the best man to rise to the top	3.5693
9	Excessive rules, administrative details and red tapes make it difficult for new and original ideas to receive consideration	3.5620
10	In this organization the rewards and encouragement you get usually outweighs the threats and the criticism	3.5401
11	In this organization people often look out for their own interest	3.5182
12	In this organization it is sometimes unclear who has the formal authority to make decisions	3.4380
13	Around here there is a feeling of pressure to continuously improve our personal and group performance	3.3650
14	People are proud of belonging to this organization	3.3650
15	This organization is characterized by a relaxed easy-going working climate	3.3577
16	There is a lot of warmth in the relationship between management and workers in this organization	3.3431
17	You don't get much sympathy from higher-ups in this organization	3.3212
18	To get ahead of this organization, it's more important to get along than it is to be a high performer	3.3212
19	One of the problem in this organization is that individual won't take responsibility	3.3139
20	Our management believes that no job is so well done that it couldn't be done better	3.3139
21	There is a great deal of criticism in this organization	3.3066

Rank	Statements	Mean Score
22	The policies and organizational structure of the organization have been clearly explained	3.2628
23	Management believes that if people are happy, productivity will take care of itself	3.2482
24	As far as I can see there isn't much personal loyalty to organization	3.2190
25	In this organization we get very high standards for performance	3.2044
26	In this organization people are rewarded in proportion to the excellence of their job performance	3.1971
27	When I'm on a difficult assignment I can usually count on getting assistance from my boss or co-workers	3.1606
28	I feel I am a member of a well functioning team	3.1606
29	People in this organization don't really trust each other enough	3.1314
30	You won't go ahead in this organization unless you stick your neck out and try things on your own sometimes	3.1241
31	Our organization has been built up by taking calculated risks at the right time	3.1022
32	The philosophy of our management is that in the long run we get ahead faster by playing it slow, safe and sure	3.0803
33	We don't rely too heavily on individual judgment in this organization, almost everything is double checked	3.0657
34	Our philosophy emphasises that people should solve their problems by themselves	3.0073
35	Decision making in this organization is too cautious for maximum effectiveness	3.0073
36	If you make a mistake in this organization you will be punished	2.9270
37	A friendly atmosphere prevails among people in this organization	2.9051
38	In management meeting the goal is to arrive at a decision as smoothly and quickly as possible	2.8832
39	The jobs in this organization are clearly defined and logically structured	2.8759
40	It's very hard to get to know people in this organization	2.8467
41	The attitude of our management is that conflict between competing unit and individuals can be healthy	2.8175
42	Our management is willing to take a chance on good idea	2.8029
43	In this organization, people don't seem to take much pride in their performance	2.7810
44	We are encouraged to speak our minds, even if it means disagreeing with our superiors	2.7299
45	In some of the duties I've been on, I haven't been sure exactly who was my boss	2.6788
46	Around here management resents your checking everything with them, if you think you've got the right approach you just go ahead	2.6642
47	Supervision in this organization is mainly a matter of setting guidelines for your subordinates, you let them take responsibility of the job	2.6569

Rank	Statements	Mean Score
48	Our management isn't so concerned about formal organization and authority but concentrates instead on getting the right people together to do the job	2.6496
49	Red tape is kept to a minimum in this organization	2.6131
50	People in this organization tend to be cool and aloof towards each other	2.6058

The mean value of the 50 items describing work stressors resulting from the organisational climate of the company were also computed to obtain a meaningful comparison between each of them. Table 4.6 shows that 35 of the 50 items described in the organisational climate dimensions were found to have a fairly high mean score of above 3.0 indicating the respondents' negative perception of the company's work environment.

Topping the list of stress based on organisational climate was "Our productivity sometimes suffers from lack of organizational planning" with a mean score of 3.8613. Statement measuring reward, "There is not enough reward and recognition given in this organization for doing good work" scored 3.8540 and rated as second. The third rank was "Management makes an effort to talk with you about your career aspirations with the organization" with a mean score of 3.8102.

Statements represented by items 48 to 50 were perceived as comparatively minor sources of stress among respondents with a mean score of 2.6496, 2.6131 and 2.6058.

The study also indicated that the organisational climate had a larger number of stressors (35 items) compared to job characteristics (11 items), if the mean score of 3.00 was taken as a cut off point.

4.3 Factor Analysis

Factor analysis on the items describing job characteristics and organizational climate was done to establish interrelationship and explain them in term of underlying factors. Using the SPSS procedure FACTOR, Principle Component Analysis was

applied to items and an orthogonal solution specified. Further, varimax rotation was conducted to redistribute the variances in order to achieve a more meaningful solution through fewer variances with high loading.

From the analysis of the job characteristics data yielded six factors with eigenvalue of greater than 1.0 prior to rotation. This explains 82.50% of the total variance. The initial factors were orthogonally rotated by the varimax method in order to obtain a clearer solution. A factor loading of at least 0.6 was used as the criterion for selecting variables to define the factor. Table 4.7 shows the derived factor and their constituent items.

The corresponding data for organisational climate was also subjected to factor analysis as described in job characteristics. It yielded 13 factors with eigenvalue of more than 1.0 prior to rotation. This explains 98.26% of the total variance. Nevertheless a factor loading of 0.6 was used as the criterion for selecting items to define the factor.

Table 4.7: Mean score of Factor Analysis Findings on Job Characteristics Stressors

Job Characteristics Factors	Factor loading	Mean
Factor 1 : Expectation <ul style="list-style-type: none"> Standard don't stand still around here, I'm expected to perform better than I did last time I am constantly asked to use new methods and dealing with new problem 	0.685 0.645	3.3357
Factor 2 : Accountability <ul style="list-style-type: none"> If I make mistakes in my job, there could be serious consequences for the company If I make mistakes in my job, my career is likely to suffer 	0.808 0.871	3.0766
Factor 3 : Decision Making <ul style="list-style-type: none"> My position requires that I make a lot of important decisions 	0.649	2.8540
Factor 4 : Job Security <ul style="list-style-type: none"> It seems likely that I shall stay with this company until I retire 	0.781	2.6496

Table 4.8: Mean score of Factor Analysis Findings on Organisational Climate Stressors

Job Characteristics Factors	Factor loading	Mean
Factor 1 : Responsibility to task <ul style="list-style-type: none"> There are awful lot of excuse around here when somebody makes a mistake 	0.918	3.8029
Factor 2 : Reward <ul style="list-style-type: none"> If you make a mistake in this organization you will be punished 	0.681	2.9270
Factor 3 : Warmth <ul style="list-style-type: none"> A friendly atmosphere prevails among people in this organization This organization is characterized by a relaxed easy-going working climate People in this organization tend to be cool and aloof towards each other There is a lot of warmth in the relationship between management and workers in this organization 	0.641 0.651 0.538 0.719	3.0529
Factor 4 : Support <ul style="list-style-type: none"> Management makes an effort to talk with you about your career aspirations with the organization People in this organization don't really trust each other enough The philosophy of our management emphasises the human factor, how people feel, etc. When I'm on a difficult assignment I can usually count on getting assistance from my boss or co-workers 	0.787 0.539 0.768 0.706	3.4452
Factor 5 : Conflict <ul style="list-style-type: none"> The best way to make a good impression in here is to steer clear of open argument and disagreement 	0.725	3.5985
Factor 5 : Identity <ul style="list-style-type: none"> People are proud of belonging to this organization I feel I am a member of a well functioning team 	0.789 0.854	3.7628

4.4 Relative Intensity of Stressors

The mean score from both the job characteristics and organisational climate revealed the relative intensity of stress in various aspect of managerial work. High mean score reflected negative perception and thus a source of stress to the respondents in the organisation.

TABLE 4.9: Stress Factor Ranked According to the Mean Score

Ranking	Stress Factor	Mean Score
1	Responsibility to task	3.8029
2	Identity	3.7628
3	Conflict	3.5985
4	Support	3.4452
5	Expectation	3.3357
6	Accountability	3.0766
7	Warmth	3.0529
8	Reward	2.9270
9	Decision making	2.8540
10	Job security	2.6496

Responsibility to task topped the list of stressors. It described the respondent's perception that the individual in this organisation often looked out for their own interest and would not take responsibility when other's makes mistakes. This is followed by identity, identity is a source of stress probably because the organisation is currently undergoing a merger exercise, and therefore the employees are undergoing an identity crisis since a lot of things are still uncertain. "Conflict" and "support" are ranked third and fourth respectively reflecting that the manager and executives perceive it is best to steer clear from disagreements and little support is extended by the management to the employees or employee to employee themselves. "Expectation" describes the organisation's demand to improve one's performance by insisting that the managers and executives use new methods to deal with problem. "Accountability" is primarily concerned with the consequences of making mistakes in the organisation and the individual's career which is a source of pressure to the manager and executives. "Warmth" is also a source of stress in this organisation because this organisation has undergone two merger exercises

therefore there is differing culture in play here. "Reward", "decision making" and "job security" were rated the lowest as source of stress.

4.5 Reliability Analysis

A Reliability Analysis was conducted to examine the reliability of the General Physical Health questions. The following results were obtained:

Table 4.10: Reliability Analysis Scale (Alpha) of the General Physical Health

Number of cases	137.0
Number of items	20
Alpha	0.8779

The General Physical Health had a n acceptable consistency reliability of 0.8779 as measured by Cronbach Alpha.

4.6 Regression Analysis

Regression Analysis was to test if there existed a relationship between the general physical condition and the job characteristics and the organisational climate. The STEPWISE procedure of the SPSS was used in the Regression Analysis for stressors from job characteristics and organisational climate in order to find the best linear prediction equation of job stress.

By using the sum of the score of general physical condition as the dependent variable and the job characteristics and organisational climates as independent variable, a stepwise regression model was used to investigate the relative importance of these factors in shaping the distribution of the overall job stress among manager and executives in this study.

Table 4.11: Multiple Regression For Job Characteristics

Variable	R	R Square	Adjusted R	Significance Level
If I make mistakes in my job, there could be serious consequences for the company	.708	.501	.497	.000
Overall I find my present job stressful	.809	.655	.649	.000
I spend a lot of time dealing with 'people problem'	.871	.758	.753	.000
It seems likely that I shall stay with this company until I retire	.920	.847	.842	.000
If I make mistakes in my job, my career is likely to suffer	.945	.893	.889	.000
My position requires that I make a lot of important decisions	.967	.935	.932	.000
I sometimes find myself passing on order I don't agree with	.974	.949	.946	.000
I do not have to make many decisions of my own	.982	.964	.962	.000
In doing my job I get little support from higher management	.987	.974	.972	.000
I seldom know what higher management expects from me	.992	.983	.982	.000
In this company it is not always easy to know what is going on	.997	.994	.994	.000
This company is quick to adopt new ideas	.999	.999	.999	.000
Standard don't stand still around here, I'm expected to perform better than I did last time	1.000	1.000	1.000	.000
I frequently find that my beliefs conflict with those of the company	1.000	1.000	1.000	.000
I sometimes have to work long hours and/or take work home to get things done	1.000	1.000	1.000	.000

The table shows "accountability" explains that 49.7% of the total variation of the job stress. The next variable "overall stress" causes 64.9% and this is followed by "people problem" which explains 75.3% of the variable. There are five variables which were excluded.

Table 4.12: Multiple Regression For Organizational Climate

Variable	R	R Square	Adjusted R	Significance Level
In this organization it is sometimes unclear who has the formal authority to make decisions	.688	.473	.469	.000
In this organization people are rewarded in proportion to the excellence of their job performance	.854	.729	.725	.000
One of the problem in this organization is that individual won't take responsibility	.895	.800	.796	.000
The philosophy of our management is that in the long run we get ahead faster by playing it slow, safe and sure	.926	.858	.854	.000
You don't get much sympathy from higher-ups in this organization	.954	.911	.907	.000
Around here management resents your checking everything with them, if you think you've got the right approach you just go ahead	.978	.957	.955	.000
As far as I can see there isn't much personal loyalty to organization	.991	.982	.981	.000
If you make a mistake in this organization you will be punished	.998	.996	.995	.000
In some of the duties I've been on, I haven't been sure exactly who was my boss	.999	.998	.998	.000
It's very hard to get to know people in this organization	1.000	1.000	1.000	.000
Our management is willing to take a chance on good idea	1.000	1.000	1.000	.000
Decision making in this organization is too cautious for maximum effectiveness	1.000	1.000	1.000	.000
In this organization the rewards and encouragement you get usually outweighs the threats and the criticism	1.000	1.000	1.000	.000
There is not enough reward and recognition given in this organization for doing good work	1.000	1.000	1.000	.000

The table shows "uncertainty" explains 46.9% of the total variation of the job stress. The next variable "reward" causes 64.9% and this is followed by "responsibility" which explains 75.3% of the variable. There are thirty six variables which were excluded.

4.7 Group Difference in Perception of Stressors

In this study on how gender and marital status can affect a manager or executive perception and evaluation of job stressors difference in the mean score of stress factor among various group were compared. The mean score and t value are shown table 4.13 to 4.14.

4.7.1 Gender Difference

Table 4.13: Mean Score and T-Value Comparison Between Gender With Regards to Job Characteristics and Organizational Climate

Items	Mean		T-Value	2 Tail Probabili ty
	Male	Female		
Standard don't stand still around here, I'm expected to perform better than I did last time	4.0455	3.8065	1.281	0.202
I am constantly asked to use new methods and dealing with new problem	3.4318	2.4839	8.511	0.000
If I make mistakes in my job, there could be serious consequences for the company	3.7727	2.6022	8.015	0.000
If I make mistakes in my job, my career is likely to suffer	4.000	2.7849	6.828	0.000
My position requires that I make a lot of important decisions	3.5628	2.5161	6.428	0.000
It seems likely that I shall stay with this company until I retire	3.3409	2.3226	5.348	0.000
There are awful lot of excuse around here when somebody makes a mistake	3.7955	3.8065	-0.71	0.943
If you make a mistake in this organization you will be punished	3.1591	2.8172	2.462	0.015
A friendly atmosphere prevails among people in this organization	2.8409	2.9355	-0.532	0.596
This organization is characterized by a relaxed easy-going working climate	3.2273	3.4194	-1.183	0.239
People in this organization tend to be cool and aloof towards each other	2.3864	2.7097	-2.497	0.014

Items	Mean		T-Value	2 Tail Probability
	Male	Female		
There is a lot of warmth in the relationship between management and workers in this organization	3.2045	3.4086	-1.175	0.242
Management makes an effort to talk with you about your career aspirations with the organization	3.3864	4.0108	-3.899	0.000
People in this organization don't really trust each other enough	2.9545	3.2151	-1.767	0.790
The philosophy of our management emphasises the human factor, how people feel, etc	3.2045	3.9032	-4.749	0.000
When I'm on a difficult assignment I can usually count on getting assistance from my boss or co-workers	2.6364	3.4086	-4.748	0.000
The best way to make a good impression in here is to steer clear of open argument and disagreement	2.6136	3.5054	-4.973	0.000
People are proud of belonging to this organization	3.2500	3.4194	-0.986	0.326
I feel I am a member of a well functioning team	2.8409	3.3118	-2.547	0.12

There are 9 factors where differences were found between male and female manager and executives on stress factor. Table 4.13 shows male respondents comparatively faced greater perceived stress in coping with expectation, accountability, decision making and job security. The female respondents had a higher means score only in support and conflict which indicated they perceived greater stress than their male counterparts in these factors.

4.7.2 Marital Status Difference

Table 4.14: Mean Score and T-Value Comparison Between Marital Status With Regards to Job Characteristics and Organizational Climate

Items	Mean		T-Value	2 Tail Probability
	Single	Married		
Standard don't stand still around here, I'm expected to perform better than I did last time	4.2121	3.7788	2.149	0.033
I am constantly asked to use new methods and dealing with new problem	3.0000	2.7212	1.874	0.63
If I make mistakes in my job, there could be serious consequences for the company	2.7879	3.0385	-1.302	0.195
If I make mistakes in my job, my career is likely to suffer	2.8788	3.2692	-1.752	0.082
My position requires that I make a lot of important decisions	2.5455	2.9519	-2.020	0.045
It seems likely that I shall stay with this company until I retire	2.6364	2.6538	-0.076	0.939
There are awful lot of excuse around here when somebody makes a mistake	3.7273	3.8269	-0.593	0.554
If you make a mistake in this organization you will be punished	2.9091	2.9327	-0.152	0.879
A friendly atmosphere prevails among people in this organization	3.3636	2.7596	3.225	0.002
This organization is characterized by a relaxed easy-going working climate	3.7879	3.2212	3.305	0.001
People in this organization tend to be cool and aloof towards each other	2.4848	2.6442	-1.107	0.270
There is a lot of warmth in the relationship between management and workers in this organization	3.4242	3.3173	0.562	0.575
Management makes an effort to talk with you about your career aspirations with the organization	4.0303	3.7404	1.586	0.115
People in this organization don't really trust each other enough	3.5152	3.0096	3.222	0.002
The philosophy of our management emphasises the human factor, how people feel, etc	3.8485	3.6250	1.296	0.197

Items	Mean		T-Value	2 Tail Probability
When I'm on a difficult assignment I can usually count on getting assistance from my boss or co-workers	3.0000	3.2115	-1.108	0.270
The best way to make a good impression in here is to steer clear of open argument and disagreement	3.7273	3.0577	3.265	0.001
People are proud of belonging to this organization	3.7273	3.2500	2.599	0.010
I feel I am a member of a well functioning team	3.3030	3.1154	0.911	0.364

The relationship between marital status and stress factor was significant for expectation, accountability, decision making, warmth, support, identity and conflict. Manager and executives who are married had lower mean score for expectation, warmth, support, identity, and conflict than the single colleague. Out of the seven factors which were significant, married managers and executives had five factors with a lower mean score than their single counterpart. The result revealed that married respondents had experienced less stress when coping with relationship with colleague, keeping with the standards demand of their job and coping with continuous improvement as required by the company when compared with the single respondents.