

Role of gender (man and woman) in predicting occupational stress considering organizational commitment and personality types (Myers - Briggs) in bank staff

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Abstract : This research studies effect and role of gender (man and woman) in predicting occupational stress considering personality types (Myers - Briggs) and organizational commitment of staff of Shahr bank of Iran. Statistical Society in this research is all employed men and women in Shahr bank that 96 women and 204 men were selected by random cluster sampling. This study has been conducted using statistical analysis by correlation and stepwise regression methods and Philip L. Rice occupational stress questionnaire, Myers - Briggs personality type's questionnaire and Alan Meyer organizational commitment questionnaire have been used. The results showed that in men group organizational commitment subscales along with introversion and emotional poles are suitable predictors for occupational stress while in women group organizational commitment subscales along with emotional subscale among eight personality pole are suitable predictors of stress. Thus it is expected introverted men with emotional function that have lower organizational commitment suffer from higher occupational stress than other men and women with emotional behavior and lower organizational commitment suffer from higher occupational stress than other women.

[Maryam khodabakhshi. **Role of gender (man and woman) in predicting occupational stress considering organizational commitment and personality types (Myers - Briggs) in bank staff.** *Life Sci J* 2012; 9(3):365-369]. (ISSN: 1097-8135). <http://www.lifesciencesite.com>. 50

Key words: gender, occupational stress, organizational commitment, personality types

1. Introduction

Our behavior is the result of a natural interaction between personality and situation that most often, leads to obstacles in prediction of how individuals may behave (12). Each individual's personality is unique, i.e. aside from the similarity that exists between people; every human being has unique features that differentiate him/her from others. Various perceptions of the concept of personality present that as the time passes, the concept of personality have gone beyond its former visual and social appearance, and personality currently refers to a substantial and sustained process of each individual (Schultz, 1998). In Jung's perspective, a great deal of our conscious perception and reactions to our environment is determined by opposite introversion and extraversion mental attitudes. After recognizing various types of extraversion and introversion, he considered another integrated distinction between individuals according to which he called the psychological functions. These functions point out the different ways and contradictory understanding of the real world outside and the inner world of our mental. Jung knows the four mental functions as: Sensing, intuition, thinking and feeling (Jung,1927).

Success of organizations and workplaces is completely dependent on effective application of human labor resources based on behavioral science and this is a challenge that has really made

supervisors, managers, practitioners and organization experts busy. Undoubtedly, circumstances under which it is tried to have something done can have an impact on the efficiency and the speed of attempts. Whenever something is done, the environment will be ready to address it in its actual dimensions spontaneously (Parsaeiyan ,2004) Researchers know organizational commitment as an important factor in understanding employees' behaviors(McMurray, 2004). Studies have demonstrated that organizational commitment, performance of employees, external organizational data such as tendency to leave the service have an influence on the sales, profitability of the organization and staff absenteeism so that the existence of organizational commitment have resulted in an increase in profitability and a reduction in desertion; and by affecting performance of employees lead to an increase in productivity, an improvement in quality of services performed (Omalley, 2004).

Occupational stress is a phenomenon addressing which is essential in order to maintain the physical and mental well-being and health of people and increasing the efficiency of various organizations. Occupational stress has a variety of sources that can be all divided up into two categories:

Individual factors and characteristics

Working factors and characteristics(Zaharakar, 2005).

Jex & Beehr (1991) classified the reactions expressed by people dealing with stress as the following two elements:

Psychological reactions such as anxiety, anger, frustration, and job dissatisfaction

Physical reactions such as smoking, high blood pressure, and so on (Jex & etal (1991)).

Ross & Altmaier believe that despite the difficulty of evaluation of the costs of occupational stress, one can achieve assured data about it. They also believe that if we look at this stress from the aspect of reactions shown by individuals regarding their employment conditions, we encounter data illustrating the impacts of common emotional and behavioral reactions with numbers and figures; for instance, alcoholism puts over two hundred million dollars on American industries annually. A mental illness such as depression that may be caused by occupational stress makes damages in forms of medical expenses and loss of working hours and production. Other costs resulting from stress, indeed, evaluate the effects of employees' performances at work, for example, absenteeism from work is estimated as a really costly problem. In fact, four percents of working hours are lost due to employees' absenteeism and the estimated financial loss is millions of dollars. Another effect of occupational stress is the destruction of close family members, particularly wives, children and other relatives that leads to loss of job opportunities and achievements and hurts the quality of life (Rass, 1996). Stress has a close relationship with lack of financial stability and working forces, especially the lack of financial security and its volatilities are among the factors affecting the occupational stress. Nowadays, the economic volatilities exert various influences on global markets and industry, among which one of the most prominent impacts is on manufacturing centers, businesses, markets, and employees at lower levels centers and is a factor for the growth of occupational stress (Nasurdin & etal 2006).

Cooper & Caret Wright (1996) also believe that each career is a potential environmental source of stress. One of the major types of stress, whose addressing seems of great importance today in order to provide welfare and physical and mental health to individuals and increase productivity in various organizations, is occupational stress. Ross & Altmaier have offered some classification in this field that includes six factors as: inner job, agents, communication in the workplace, career development, organizational factors, and the conflict between work and the house (Cooper, & etal (1996)). In a survey carried out by Princeton Survey Research Association in 1997, servants have also been under job stress comparing the previous generation at a degree of three

fourth. In 1992, one of the insurance companies of the US reported that 25% of servants know their job as the first factor resulting in stress (Sauter & etal 2005). Occupational stress, depression, and familial crisis are the three major obstacles in organizations. National Mental Health Association knows stress as the source of more than 90% of diseases that costs the organizations a fortune (Butcher & etal. 2007). According to Health and Safety Executive's reports, almost half million people in Britain experience stresses resulted by their careers and this leads to lots of illnesses for them and the trend is still upward (Jones & etal 2003).

Occupational stress has many physical symptoms for individuals. Being disposed to stress for a long period of time leads to numerous physical disorders, as a matter of fact, 70 to 80 percents of illnesses are related to stress like Cornell vascular damage, cancers, Migraines, and warts which all are the most associated with stress. Similarly, high level of stress in women causes Insomnia, wounds, and intense anxiety (Shamlou, 2003). Damages resulted from occupational stress among men and women are increasing day after day. As we know each day employed women in different occupational fields are increased and regarding men and women's different features in personality fields, occupational commitment, job interests and their special abilities predicting their occupational stress is different from other group. The researcher predicts men and women's occupational stress using Myers - Briggs personality types and organizational commitment of bank staff to explain these differences scientifically.

2. Method & Material :

This research is a fundamental research and its purpose is to explore relationships between variables and research method is correlation. To analysis data descriptive statistics method has been used like Frequency tables, graphs, calculating means, SD and also statistical indices have been used to test hypothesis by correlative method and multi variables regression. To determine type of bank staff personality, Mayers- Brigs questionnaire has been used that is inferential from Gustav Jung theory and this questionnaire is one of the most famous questionnaires in world and has been populated in Iran by Jahanian (2006). Mayers-Brigs questionnaire, sixth edition European-English volume, is an instrument with 88 questions and includes 25 questions in extroversion – introversion dimension, 19 questions in sensory- intuition, 24 questions in thinking-feeling and 19 questions in judging-perceiver dimension and it has one extra question that doesn't include test scoring (Yiannakis, C. & Taylor, N.(2009). Philip. L.Rice questionnaire (1991) has

been used to determine occupational stress level of bank staff(124). This test has 57 items with some information about occupational stress. It has been translated and standardized for the first time by Hatami (1999). Allen and mayer Organizational commitment questionnaire (1993) has been used to evaluate occupational commitment of staff. This questionnaire has been made by Allen, Mayer and Smith in 1993 to measure and evaluate three dimensions of occupational commitment includes feeling, continuous and normative commitment with 18 questions. The statistical society in present research

includes: all woman at 96 and all of the men at 204 employees of City Bank in Tehran who are working in 2011 that selected cluster randomly

3. Result

This in research, the table 1 shows correlation coefficients between the variables and their subscales are presented in two groups of men and women. Then results of entering the sex variable in the regression analysis will be discussed and regression analysis is presented step by step in two groups of men and women.

Table 1, The correlation coefficient matrix of variables according to sex

	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17
1. Stress	-	0.75**	0.85**	0.73**	0.67**	0.57**	0.59**	0.50**	0.15	-0.24*	0.24*	0.29**	0.29**	0.02	0.24*	-0.20*	0.23*
2. Interpersonal relations	0.65**	-	0.40**	0.47**	0.46**	0.38**	0.40**	0.38**	0.06	-0.10	0.13	0.23*	-0.19	-0.08	0.18	-0.26*	0.21*
3. Physical health	0.82**	0.31**	-	0.42*	0.55**	0.50**	0.46**	0.37**	0.13	-0.21*	0.22*	0.21*	-0.25*	0.11	0.19	-0.02	0.11
4. Occupational Interests	0.68**	0.41**	0.42**	-	0.55**	0.41**	0.51**	0.46**	0.15	-0.19	0.15	0.26**	-0.24*	-0.21*	0.24*	0.28**	0.25*
5. Organizational commitment	0.68**	0.35**	0.57**	0.46**	-	0.89**	0.82**	0.22**	0.30**	0.31**	0.33**	0.38**	0.33**	-0.04	-0.05	0.24*	0.26**
6. Continuous Commitment	0.57**	0.25**	0.51**	0.40**	0.84**	-	0.62**	0.47**	-0.26*	0.32**	0.32**	0.44**	0.39**	-0.12	-0.02	0.18	-0.22*
7. Emotional commitment	0.47**	0.28**	0.41**	0.26**	0.74**	0.42**	-	0.43**	0.30**	0.30**	0.27**	-0.17	0.13	0.14	-0.07	0.15	-0.14
8. Normative commitment	0.47**	0.25**	0.37**	0.37**	0.63**	0.33**	0.30**	-	-0.15	0.11	-0.21*	0.27**	0.25*	-0.10	-0.04	0.27**	0.31**
9. Brigades	0.25**	0.07	0.22**	0.10	0.21**	-0.18*	0.24**	-0.08	-	0.79**	0.76**	0.02	-0.02	0.03	-0.13	-0.11	0.12
10. Extraversion	0.33**	-0.10	0.37**	0.18**	0.30**	0.27**	0.25**	0.14*	0.78**	-	0.92**	-0.12	0.11	-0.16	0.19	0.15	-0.19
11. Introversion	0.35**	0.10	0.39**	0.21**	0.31**	0.28**	0.24**	0.19**	0.78**	0.93**	-	0.12	-0.08	0.16	-0.12	-0.21*	0.26*
12. Sensing	0.07	0.01	0.14*	0.04	-0.04	-0.12*	-0.12*	-0.13*	0.11	-0.13*	0.12*	-	0.90**	0.21*	-0.05	-0.11	0.09
13. Intuition	-0.02	-0.01	-0.11	-0.10	0.04	0.03	0.07	0.10	-0.09	0.09	-0.06	0.89**	-	-0.26*	0.08	-0.01	0.06
14. Thinking	0.26**	-0.17*	-0.17*	0.27**	0.22**	0.12	0.15*	0.06	0.07	-0.09	0.08	0.12*	0.18**	-	0.59**	0.39**	0.32**
15. Feeling	0.33**	0.26**	0.24**	0.33**	0.30**	0.18**	0.18**	-0.13*	-0.09	0.07	-0.02	-0.06	0.12*	0.71**	-	0.28**	0.31**
16. Judgment	0.26**	-0.14*	0.19**	0.22**	0.29**	0.24**	0.13*	0.23**	-0.05	0.12*	0.19**	0.08	0.20**	0.22**	0.38**	-	0.93**
17. Perception	0.29**	0.13	0.23**	0.24**	0.33**	0.29**	0.17**	0.24**	0.08	0.16**	0.24**	-0.07	0.21**	0.35**	0.38**	0.92**	-

Note: Correlation coefficients in males (n = 204) are located at the bottom of the core diameter and correlation coefficients in females are located at the top of the core diameter (n=96). * P <0.05, ** P <0.01

Due to differences in the correlation coefficients in both male and female group, gender variable entered in the regression analysis as a moderating variable that results were not significant and gender variable didn't show a significant Beta coefficient (-0/02) (t = -0.38 , P> 0.05)

In the next tables, stepwise regression analysis results are presented to predict occupational stress in both men and women separately.

Regarding the above table and the last model of stepwise regression analysis for men, it is observed that Beta coefficient is significant for variables of continuous commitment (t=-5.41, p<0.01) normative (t=-4.89, p<0.01) emotional (t = -3.46, p <0.01), introversion (t = 3.19, p <0.01) and emotional (t = 3.15, p <0.01) and the best predictor is continuous commitment that has highest Beta (-0.32) and the lowest predicting power is belonging to emotional subscale (0.16). Occupational stress is predicted in men inversely by three subscales of organizational commitment and directly by subscales of introversion and feeling. In the next table results of regression analysis have been shown step by step in women group that is different with resulted results of men group.

Table 2, standardized coefficients, multi variable squared multiple correlation coefficient and its changes in the stepwise model of predicting occupational stress for men

Μοοοοδελ	variable	beta	R ²	ΔR ²	t	F
1	continuous commitment	-0.57	0.33	0.33	-9.09**	98.61**
2	continuous commitment normative	-0.47 -0.31	0.42	0.09	-8.15** -5.52**	71.71**
3	continuous commitment normative emotional	-0.37 -0.29 -0.24	0.46	0.04	-5.19** -6.32** -4.19**	57.63**
4	continuous commitment normative emotional introversion	-0.34 -0.27 -0.22 0.15	0.49	0.03	-5.81** -5.06** -3.88** 2.90**	46.93**
5	continuous commitment normative emotional introversion feeling	-0.32 -0.26 -0.19 0.17 0.16	0.51	0.02	-5.41** -4.89** -3.46** 3.19** 3.15**	41.20**

** P <0.01

Table 3, standardized coefficients, multi variable squared multiple correlation coefficient and its changes in stepwise model of predicting occupational stress for women

	Variable	beta	R ²	ΔR ²	t	F
1	Emotional commitment	-0.59	0.34	0.34	-7.01**	49.15**
2	Emotional commitment Normative commitment	-0.45 -0.31	0.42	0.08	-5.17** -3.53**	33.78**
3	Emotional commitment Normative commitment feeling	-0.44 -0.31 0.19	0.46	0.04	-3.61** -5.14** 2.53*	25.96**
4	Emotional commitment Normative commitment Feeling Continues commitment	-0.30 -0.24 0.20 -0.27	0.50	0.04	-3.15** -2.79** 2.71** -2.68**	22.59**

* P <0.05, ** P <0.01

Regarding the above table and output having four models for stepwise regression, it is observed in the last model of regression analysis that Beta coefficients for the variables of emotional commitment (t = -3.15, p <0.01), normative (t = -2.79, p <0.01), emotional (t = 2.71, p <0.01), and continuous commitment (t = -2.68, p <0.01) is significant and the best predictor is emotional commitment variable that has the highest Beta (-0.30) and the lowest predict power belongs to emotional subscale (0.20). Like men group, three subscales of organizational commitment reversely and the emotional subscale directly predict occupational stress in men. Thus in the men's group organizational commitment subscales alongside with two poles of

introversion and emotional are good predictors for occupational stress while in women group commitment subscales alongside with emotional subscale among eight personality poles are suitable stress predictors. It is expected that introvert men with emotional function that have organizational commitment, endure higher occupational stress than other men as women with emotional encountering mode and with lower commitment endure higher occupational stress than other women.

4. Conclusion

This research has been done to examine gender (man and woman) role of bank staff in predicting their occupational stress according to their personality types

and their organizational commitment. After determining personality types of men and women, the researcher has studied differences of these types in men and women related to their occupational stress and s/he determined that there are some differences between different genders in predicting occupational stress. The results of this research showed that there is meaningful difference between men and women in predicting their occupational stress. So in men group subscales of organizational commitment alongside two poles of introversion and emotional are suitable predictors for occupational stress while in women group subscales of commitment alongside emotional subscale are out of 8 personality poles that are suitable predictors for stress. So it is expected that introvert men with emotional performance who have lower organizational commitment endure higher occupational stress than other men, just as women with emotional encountering and lower commitment have higher occupational stress than other women. Consequently by using this research it can be shown that considering personality types and gender (man and woman) of normal people in society is very important in predicting occupational stress.

Acknowledgement

Thanks of management and employees of City Bank which helped my research and investigation and guidance Prof. Shahverdian and other in YSU in Armenia.

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5/24/2012