

AN ABSTRACT OF THE THESIS OF

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The present study investigated the differences in levels of job stress between men and women in regards to six sources of job stress: factors intrinsic to the job, role stress, relationships and work, career development, organizational structure/climate, and home-work interface.

Participants were full-time regular employees at Johnson County Government. Participants were given an Occupational Stress Questionnaire to complete, which examined the six sources of job stress. The results showed no difference in overall stress level between men and women. However, when examining specific factors there was a significant difference between men and women, especially in regards to factors intrinsic to the job, role stress, and stress due to managing home-work interface.

AN EXAMINATION OF JOB STRESSORS AND GENDER
IN THE WORKPLACE

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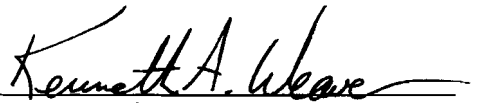
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CHAPTER 1

INTRODUCTION

Occupational stress is a growing concern because of its effects on individuals and organizations. Even though occupational stress is important, only in the past 25 years has it been studied in the field of Industrial/Organizational Psychology. Beehr and Newman (1978) established that employee health is important and that job stress contributes to employee health. Therefore, occupational stress should be researched more extensively. Since this pioneering article, occupational stress has been recognized as influential to employees and organizations.

According to Cooper and Marshall (1976), six sources of occupational stress are: (a) job conditions, (b) role stress, (c) relationships at work, (d) career development, (e) organizational structure/climate, and (f) home-work interface. Although these sources have been identified, it is unclear how gender is related to each of these sources. The present study examined these six sources of occupational stress in relation to gender.

Literature Review

Americans spend much of their lives engaging in work-related activities, so conditions at work contribute to employees' lifestyle and health. Employee health is of importance to individual employees, consumers, and organizations. Not only does employee health affect the employees themselves, but it affects the organization's bottom-line, as well as society. Because the importance of employee health has been recognized, occupational stress has been researched in relation to health.

Defining Occupational Stress

Occupational stress or job stress is a difficult concept to define and, therefore, has varying definitions by various researchers. The term “stress” refers to physiological and psychological reactions of individuals, as well as to the environmental conditions that elicit these responses. Researchers usually refer to situational demands that provoke these responses as “stressors” and the responses themselves as “strains.” In the work situation, examples of stressors may be high workloads, conflicting demands, interruptions, and demands from supervisors, co-workers, and customers. Strains are the effects of stress. These include adverse or negative physical, psychological, and behavioral consequences (Beehr & Newman, 1978; Cleveland, Stockdale, & Murphy, 2000).

Beehr and Newman (1978) define job stress as the interaction of job-related factors and worker traits that changes normal psychological and/ or physiological functions. This definition has been accepted and used throughout occupational stress research (Cooper & Cartwright, 1994; Danna & Griffin, 1999).

Consequences of Occupational Stress

Researchers have identified several negative effects of job stress. These consequences not only include harm to the individual employee but costs to employers as well. Some of the costs to the employer include low productivity, absenteeism, health insurance payouts, worker turnover, workers’ compensation claims, and theft and sabotage (Schafer, 1992). Manning, Jackson, and Fusilier (1996) found a connection between occupational stress and health care costs. Stressful work events lead to economic costs of health care claims. While examining the effects on the individual

employee, Beehr and Newman (1978) divided the negative outcomes of job stress into three categories: physical consequences, psychological consequences, and behavioral consequences.

Physical consequences. Much of the research investigating physical consequences of occupational stress has focused on cardiovascular and gastrointestinal systems, but stress has also been shown in relation to general health. Physical fatigue, bodily injuries, and sleep disturbances have also been studied. Other physical consequences to job stress include increased heart rate and blood pressure, respiratory problems, increased sweating, skin disorders, headaches, and muscular tension.

Psychological consequences. The most obvious psychological consequence of occupational stress is job dissatisfaction. Commonly reported psychological symptoms of job stress are anxiety, tension, anger, and resentment. Research has also found that there are other psychological consequences to occupational stress, such as withdrawal and depression, boredom, mental fatigue, loss of concentration, and lowered self-esteem.

Behavioral consequences. Behavioral consequences are to be looked at as potential consequences of job stress, and not as confirmed consequences. These consequences tend to be the earliest and most overt signs of stress. Greater alcohol and drug abuse, increased cigarette smoking, accident proneness, and violence are behavioral effects of job stress (Danna & Griffin, 1999). Other behaviors, such as poor job performance, absenteeism, and tardiness are also behavioral consequences, as well as organizational consequences (Beehr & Newman, 1978).

Sources of Occupational Stress

Researchers have attempted to identify specific job stressors. Cooper and Marshall (1976) developed a model of the sources of occupational stress with six broad categories. These categories include factors intrinsic to the job, role stress, relationships at work, career development, organizational structure, and home-work interface. These are still recognized today in research as being sources of job stress (Cleveland et al., 2000; Danna & Griffin, 1999; Leong, Furnham, & Cooper, 1996; Rice, 1992).

Factors intrinsic to the job. These sources of occupational stress deal with the actual job conditions. Examples of intrinsic job factors include work overload or underload, shift work, long hours, travel, risk and danger, and the quality of the physical working environment (Danna & Griffin, 1999). New technology is another job characteristic that contributes to stress when workers perceive this new technology as a threat to their job security (Cleveland et al., 2000; Danna & Griffin, 1999). Some possible consequences of occupational stress from job conditions are physical and/or mental fatigue, job burnout, and increased irritability and tension (Rice, 1992).

Researchers have become more specific when defining work overload by differentiating between quantitative and qualitative work overload. Quantitative refers to having too much to do in too short a time. This is when the physical demands of the job exceed the employee's capacity. Qualitative work overload, on the other hand, refers to work that is too difficult or complex. This is when the job taxes either the technical or mental skills of the worker (Rice, 1992).

Role stress. Another major source of job stress is associated with the person's role in the organization. These include role ambiguity, role conflict, and the degree of

responsibility for others. Role stress in the organization has consequences such as increased anxiety and tension, lowered job performance, and job dissatisfaction (Rice, 1992).

Research has been conducted regarding role ambiguity and role conflict in the workplace. Role ambiguity exists when an individual has inadequate information about his or her work role. This refers to a lack of clarity about the work objectives, about colleagues' expectations, and about the responsibilities of the job. Role conflict exists when an individual in a particular work role is torn by conflicting job demands. An example of role conflict is when an employee is caught between two groups of people who demand different behaviors at the job. Role conflict can also be caused by conflicting expectations from two separate roles. Role ambiguity and/or conflict may also result from mixed feedback regarding job performance (Holder, 1996).

Lower job satisfaction, high job-related tension, and lower self-esteem are possible results of role ambiguity and/or role conflict (Cooper & Marshall, 1976). In addition, Jamal (1990) found that work overload, role ambiguity, conflict, and resource inadequacy were significantly related to job dissatisfaction, lack of organizational commitment, psychosomatic health problems, and turnover.

Responsibility of others is also associated with an employee's organizational role. Responsibility for people can be distinguished from responsibility for things. More time interacting with others, attending meetings, and more time trying to meet deadline pressures and schedules result in an increased responsibility for others. This increased responsibility for others can result in coronary heart disease (Cooper & Marshall, 1976).

Relationships at work. These include relationships with superiors, colleagues, and subordinates. Contributing factors to poor relationships at work include poor work and social support systems, political rivalry, jealousy, anger, lack of management concern for employees, low trust, low supportiveness, and low interest in listening (Cooper & Marshall, 1976). These relationship stressors may result in increased tension, elevated blood pressure, and job dissatisfaction (Rice, 1992). Mistrust of co-workers is related to high role ambiguity, poor communication, low job satisfaction, and poor psychological well-being (Cooper & Cartwright, 1994).

Research has suggested that employee relationships offering support and attachment have positive effects and are a central factor in individual and organizational health (Cooper, 1973; Harris, Heller, & Braddock, 1988). In addition, relationships at work can provide social support, which is an important buffer from stress (Cleveland et al., 2000). Manning et al. (1996) found that those with low social support appeared to have greater doctor's office costs when exposed to stressful work events than those with high social support. Friendly relationships at work can also bolster work attitudes and performance.

Career development. Career development as a job stressor refers to underpromotion, overpromotion, lack of job security, and frustrated ambitions. Many employees bring specific hopes and expectations to the job. These may include advancement, some freedom in the job and increased earning power. In addition, they may also hope to learn new things and find solutions to certain job-related problems. When these hopes and expectations are not met, this results in stress (Rice, 1992).

Cartwright and Cooper (1993) found that job insecurity and career development have increasingly become sources of occupational stress associated with negative outcomes. These negative outcomes include job dissatisfaction and poor work performance (Ivancevich & Matteson, 1980). Other potential consequences of career development stressors consist of loss of self-esteem and increased irritability and anger.

Organizational structure and climate. Another source of occupational stress relates to the organizational culture and management style (Cooper & Marshall, 1976). These stressors involve those aspects of the structure of an organization that can make working life either satisfactory or stressful. Aspects such as not involving employees in the decision-making process, lack of effective consultation, rigid and impersonal structure, office politics, and inadequate supervision or training contribute to job stress. In addition, discrimination and harassment, sexual or nonsexual, are aspects of organizational culture.

Consequences of downsizing, such as major restructuring, ambiguous work environments, and individual cultural incongruence are also included in this category (Cooper & Marshall, 1976). Organizational climate can enhance or inhibit stress. Some organizations have a ruthlessly aggressive or competitive climate, whereas others nurture employees and their families (Cleveland et al., 2000).

Lowered motivation and productivity and job satisfaction are possible consequences to organizational structure and climate stressors (Rice, 1992). Researchers have studied participative management used in the decision-making process. Including employees in the decision-making process has been related to increase in employee job involvement, organizational commitment, creativity, and perceptions of procedural

justice and personal control (Kreitner & Kinicki, 2001). In addition, centralization and lack of participation can result in decreased morale and increased stress-related symptoms (Schafer, 1992).

Home-work interface. Managing the link between work and home has become an increasing source of stress. This is especially true for dual career couples and those experiencing financial difficulties or life crises (Cooper & Cartwright, 1994). Contributing factors to these home-work interface job stressors are lack of support from spouse, marital conflict, and dual-career stress.

Various models have attempted to describe the home and work interaction. The compensation model suggests that job and life satisfaction are negatively related. This model implies that one compensates for low job satisfaction or life satisfaction by seeking satisfying activities in the other domain. Another model is the segmentation model, which suggests that job satisfaction and life satisfaction are independent. In other words, one does not influence the other.

Recent research has shown support for the spillover model to describe the interaction between the work and the family relationship. This model states that events from work spillover into one's personal life and vice versa. The quality of work might affect the quality of nonwork. This reciprocal model suggests that individuals experience both conflict and support as they manage the interplay between responsibilities at work and home (Cleveland et al., 2000; Kreitner & Kinicki, 2001).

Managing the interplay between work and home is a potential stressor. Possible consequences of this job stress include increased mental conflict and fatigue, lowered motivation and productivity, and increased marital conflict (Rice, 1992). Home-work

interface stress is also related to negative mental health, especially depression (Baruch, Biener, & Barnett, 1987).

Personality as a Moderator

After reviewing these sources of occupational stress, one must keep in mind that there are individual differences among employees. Personality has been found to be an important moderating variable in occupational stress research. Personality variables, such as negative affectivity, locus of control, and Type A personality, have been suggested as playing a role in occupational stress (Spector & O'Connell, 1994). Individual coping styles must also be taken into account when considering job stressors. Sources of pressure evoke different reactions from different individual employees. Some are able to cope with job stressors better than others (Cooper & Marshall, 1976).

Influences of Gender and Occupational Stress

The continued increase of women into the workforce has created the need to study occupational stress in terms of gender differences. Much of the research in regards to gender differences in work stress has found that women and men report the same overall level of stress (Loscocco & Spitze, 1990; Rydstedt, Johansson, & Evans, 1998; Spielberger & Reheiser, 1994). Although the relationship between occupational stress levels and gender has been studied, these studies have not examined differences in gender in regards to these six specific job stressors. The present study examined these six components of job stress in relation to gender.

Factors intrinsic to the job and gender. As mentioned earlier, factors intrinsic to the job include long work hours, risky and dangerous jobs, shift work, travel, and work

overload or underload. Shift work mainly occurs in occupations such as industry work and some human service areas, such as law enforcement and fire fighting (Schafer, 1992).

Many individuals work in jobs where dangerous physical conditions cause them considerable stress. These jobs include construction workers, road maintenance workers, and auto mechanics. Police officers, fire fighters, and other public safety personnel face the threat of violence, accidents, and bodily harm (Cleveland et al., 2000). Because there are a greater number of men than women in these jobs, it was hypothesized that men would experience more job stress due to factors intrinsic to the job than women.

Role stress and gender. Role stress includes both role conflict and role ambiguity. Nichols (1996) discusses the role conflict that occurs when women attempt to fit themselves in a managerial role by acting more masculine. This forces women to behave in a sexually dissonant way. If women behave in a masculine way they are seen as being aggressive, but if they behave in a feminine way they are seen as being ineffective. This creates role conflict for women in the workplace.

Women can also experience role conflict when there are conflicting expectations from two different roles. For example, being an employee and being a mother are two separate roles that may cause role conflict for women. In addition, women are more likely than men to juggle multiple roles. Such roles include employee, spouse, housekeeper, and primary caregiver for children (Women, work, 2000). Women in the workforce face role conflict and have to deal with multiple roles. It was found that working mothers reported greater negative affect and less enjoyment of tasks when they had to juggle the demands of work and household roles than when no role juggling was necessary (Williams, Suls, Allinger, Learner, & Wan, 1991 as cited in Lawson & Shen,

1998). Therefore, it was hypothesized that women would experience more job stress due to role stress (i.e., role ambiguity and role conflict) than men.

Relationships at work and gender. Men and women differ in their relationships. Women tend to have “face-to-face” relationships, whereas men tend to have “side-by-side” relationships. Women converse more frequently and in greater depth about issues involving themselves and their close relationships, whereas men talk more about activity-oriented topics (Johnson & Aries, 1983). Mutual helping and support are central factors in female friendships, whereas males emphasize similar interests and shared experiences. In general, women appear to have more in-depth friendships whereas men have friendships that reflect less intimacy and more activities (Hill & Stull, 1981). In addition, a survey conducted by Aon Consulting firm reported that women are more likely than men to say their close relationships with co-workers contribute to their professional success (Allerton, 2000). Furthermore, research suggests that employee relationships offering support and attachments have positive affects (Cooper, 1973; Harris, Heller, & Braddock, 1988). Therefore, it was hypothesized that men would have greater job stress because of less supportive relationships than women.

Career development and gender. Since the beginning of the 20th century, women have been entering the workforce in increasing numbers. Although women are well presented in lower and midlevel management positions, women are underrepresented in the top management positions (Blau & Feber, 1987, as cited in Cleveland et al., 2000). Women generally make up 45% of the nation’s workforce, although only 2 to 5% of top executive positions are held by women (Nichols, 1996). This finding has been termed as the glass ceiling. The glass ceiling has been described as “a barrier so subtle that it is

transparent, yet so strong that it prevents women and minorities from moving up the management hierarchy” (Morrison & Von Glinow, 1990, p. 200).

Women have been turned down for promotions for being ambitious and argumentative. On the other hand, women have also been turned down for promotions for being old-fashioned and reserved. Women risk being characterized as too aggressive, but they also risk being characterized as being too ineffective. Women seem to be caught in a “Catch 22” that there is often no way to break the bind that keeps women out of top positions in organizations (Nichols, 1996).

Another aspect of career development that can result in job stress for women is mentoring. Mentoring is a relationship in which an experienced, productive manager or employee assists less-experienced employees with their personal development for the benefit of the individual and the organization (Noe, 1988). Mentors provide career and social support. Mentors can serve as role models, friends, and counselors and can provide protégés entry into the organization’s informal social networks and help them establish alliances (Dreher & Ash, 1990).

Although mentors can be instrumental in career development, finding a mentor is difficult for women because so few women hold high-level positions in organizations (Noe, 1988). In addition, men usually hold the centralized positions. The centralized positions and informal power of men give male mentors a wider power base than female mentors (Noe, 1988). Fernandez (1993) reported that 72% of women feel they have a harder time finding a mentor or sponsor. Without mentors, women may find it difficult to enter an occupation, especially male dominated occupations such as management. The “glass ceiling” and the lack of mentoring that women experience in the workplace can

lead to a stressful situation. Therefore, it was hypothesized that women would experience greater work stress due to lack of career development than men.

Organizational structure/climate and gender. Organizational culture is one outcome of organizational structure/climate. Organizational culture can make working life either satisfactory or stressful. In some organizations the “good ole boy” mentality still remains strong. This can create a stressful working environment for women. Office politics, discrimination, and harassment are prevalent in some organizations and contribute to occupational stress.

Politics appear to be a pervasive and important part of what goes on in organizations (Ferris, Frink, Bhawuk, Zhou, & Gilmore, 1996). Women, though, may not be involved in office politics, or left “out of the loop”. Women may not develop political savvy and skills that “insiders” develop. Through informal socialization and more formal mentoring, “insiders” pass on the critical set of skills they will acquire for career success. In this aspect, women are the “outsiders” without the formal mentoring relationships or not included in informal networks. As mentioned previously, women feel they have difficulty finding a mentor, and the majority of women believe they are excluded by men from informal networks (Fernandez, 1993).

In addition, gender discrimination can create a stressful organizational culture. Men are more likely to be hired for professional and managerial positions than similarly qualified women (Cohen & Bunker, 1975). Also, in a study by U.S. Merit Systems Protection Board, 42% of women respondents and 15% of the male respondents had experienced some form of sexual harassment within a 2-year period (USMSPB, 1981, as cited in Cleveland et al., 2000). Organizations that tolerate discrimination and

harassment promote a stressful environment for women. It was hypothesized that women would experience greater job stress due to organizational structure/climate than men.

Home-work interface and gender. One major difference between male and female employees is that for most women the working day does not end at 5:00. Work-family conflict creates a stressful situation. Work-family conflict has been defined as “a form of interrole conflict in which the role pressures from the work and family domain are mutually incompatible in some respect” (Greenhaus & Beutell, 1985, p. 77).

Participation in the work role makes it difficult to participate in the family role, and vice versa.

Though both men and women have work-family conflict to various degrees, men in general have not assumed traditional female household roles as more women have joined the workforce. There appears to be greater interdependence between work and family among women, and women are more likely than men to experience stress as a result of work-family conflict. The work-family conflict produces unique stress on working women in managing dual demands of employment and household responsibilities. Working women have to cope with simultaneous demands from their work and family domains (Yang, 1998). Therefore, it was hypothesized that women would experience more occupational stress due to home-work interface than men.

Hypotheses

Based on the literature, the following hypotheses were investigated:

Hypothesis 1: Men will experience more job stress due to factors intrinsic to the job than women.

Hypothesis 2: Women will experience more job stress due to role stress (i.e., role ambiguity and role conflict) than men.

Hypothesis 3: Men will experience more job stress due to less supportive relationships than women.

Hypothesis 4: Women will experience greater job stress due to lack of career development than men.

Hypothesis 5: Women will experience greater job stress due to stressful organizational structure and climate than men.

Hypothesis 6: Women will experience greater job stress due to managing home-work interface than men.

CHAPTER 2

METHOD

Participants

The participants in this study were employees of Johnson County. There are approximately 3400 employees of the county. Johnson County employees were chosen because of the researcher's employment with the county, which provided a practical advantage. Also, the distribution of male and female workers within the county is conducive to the present study. Approximately 55% of the employees are men and approximately 45% are women, according to the Johnson County Annual Workforce Planning Report FY 2003. In addition, there are a wide variety of jobs that County employees perform, such as clerical, maintenance, technical and professional/administrative. The Information Technology Services (ITS) Department at Johnson County provided a random sample of 1,000 regular, full-time employees.

Design

Surveys were used to gather information regarding the six sources of occupational stress. The surveys were sent to the sample of Johnson County employees via interoffice mail. A self-addressed stamped envelope was provided for the respondents to return the survey to the researcher. This precaution was taken to ensure confidentiality of the responses.

Instrumentation

Survey. A questionnaire was constructed to assess the six sources of occupational stress (Appendix A). On the questionnaire, participants were asked to indicate their degree of agreement with various statements regarding their job, their work environment,

and their relationships at work and at home. The scale ranged from 1, strongly agree to 5, strongly disagree. There were three to five questions pertaining to each of the six sources of job stress, for a total of 28 questions included in the survey. In addition, demographic questions were also asked, such as gender, age, length of service, and job category in which the employee works.

The researcher drew upon the occupational stress literature to develop the survey. For each of the six sources of job stress, the researcher developed questions based on the literature. For example, the literature states that working over 40 hours a week regularly is a source of stress due to intrinsic factors of the job. The survey then asks the participants to respond to the statement, "I regularly work more than 40 hours a week." The breakdown of the survey statements into the six sources of job stress is included in Appendix B.

An issue that came up in scoring the six sources of job stress was the need to reverse score some of the items. For example, statement 12, "There is a feeling of trust, respect, and friendliness between my supervisor and me," was stated in a positive, unstressful manner. To indicate stress due to mistrust and a lack of respect and friendliness, this item was reverse scored. The other items in the survey that required reverse scoring were numbers 6, 7, 13, 14, 17, 18, 19, 21, 22, 23, and 25.

Pilot Study

The researcher conducted a pilot study to check the validity of the instrument. The researcher asked two classes of Emporia State University students complete the survey and provide feedback about the wording of the items. Seventy-nine students completed and returned the occupational stress survey.

The researcher then examined the reliability of the instrument by computing the internal consistency of each source of job stress. The internal consistencies are as follows: (a) factors intrinsic to the job, .39, (b) role stress, .40, (c) relationships at work, .65, (d) career development, .63, (e) organizational structure and climate, .47, (f) home-work interface, .35.

In addition, a factor analysis was conducted to examine the factor structure of each scale. The factors of each source of job stress can be seen in Appendix C. Because some of the six major sources of job stress were made up subfactors, some of the original hypotheses were revised. For example, the first source of job stress was factors intrinsic to the job. The pilot study revealed that this factor was made up of two subfactors. One of the subfactors focused on aspects of the job that overwhelmed employees such as long hours, dangerous work, frequent travel, and duties too difficult to perform. The other subfactor focused on aspects of the job that lead to boredom. Thus, the first hypothesis, men will experience more job stress due to factors intrinsic to the job than women, was revised into two new hypotheses. One, men will experience more job stress due to factors that overwhelmed employees than women. Two, men will experience more job stress due to factors that lead to boredom than women. The revised hypotheses appear in the Results section.

The internal consistency of the subscales of the six sources of job stress were assessed by coefficient alpha using the 574 Johnson County employees who responded to the survey. A higher coefficient alpha score means that the items are measuring the same construct. The internal consistencies are as follows: factors intrinsic to the job that overwhelm employees- .42, role stress due to unclear objectives and expectations- .79,

roles stress due to unpleasant deadlines- .69, issues of mistrust, lack of support, and unfairness- .78, jealousy and political rivalry in the organization- .72, lack of career development- .72, inadequate training and poor supervision- .44, lack of participation and lack of autonomy- .61, and stress due to managing home-work interface- .44.

Cover letter. A cover letter was mailed to the participants along with the survey. (Appendix D). The Director of Human Resources for Johnson County Government composed the letter stating the purpose of the study. The letter was to inform the participants that the Department of Human Resources is aware and supports the study. In addition, the letter was to ensure the participants of the confidentiality of their responses. Directions for answering and mailing the questionnaire were also included. The researcher conducted a pilot test of the cover letter by giving it to a sample of Johnson County Human Resources employees and asking them for any suggestions for improvements. The participants did not have any suggestions for improvements for the cover letter.

Procedures

After securing the thesis committee's permission to proceed with the study, the researcher submitted the proposal to the Institutional Review Board (IRB) at Emporia State University to obtain the permission to begin the study. After the IRB's permission to proceed with the study, data collection began.

The cover letter and surveys were mailed to participants via interoffice mail. Also, a self-addressed stamped envelope was provided for the participants to mail their responses back to the researcher. The completed surveys were mailed to a Post Office

box to ensure confidentiality. Returned questionnaires were coded and data was entered into the statistical software program, SPSS.

CHAPTER 3

RESULTS

574 Johnson County employees completed and returned the occupational stress survey, which resulted in a 57% return rate. Six respondents did not complete the demographic questions and thus were excluded from the analyses because gender was unknown. Thus, 568 employees were used to test the research hypotheses. 257 participants were men (45%), and 311 participants were women (55%).

All hypotheses were examined simultaneously using a Multivariate Analysis of Variance (MANOVA). Gender was the independent variable and the sources of job stress were the dependent variables. The MANOVA was statistically significant, $F(11, 320) = 843.98, p < .001$, thus t -tests were used to investigate the significance of each individual hypothesis.

Hypothesis 1a - Men will experience more job stress due to factors that overwhelmed employees than women. This hypothesis was supported, $t(508) = 6.38, p < .001$.

Hypothesis 1b - Men will experience more job stress due to factors that lead to boredom than women. This hypothesis was not supported, $t(557) = 1.50, n.s.$

Hypothesis 2a - Women will experience more role stress due to unclear objectives and expectations than men. This hypothesis was not supported, $t(560) = 1.00, n.s.$

Hypothesis 2b - Women will experience more role stress due to unpleasant deadlines than men. This hypothesis was supported, $t(538) = -2.50, p < .05$.

Hypothesis 2c - Women will experience more role stress due to unpleasant duties than men. This hypothesis was not supported, $t(561) = .99, n.s.$

Hypothesis 3a - Men will experience more job stress due to less supportive relationships because of issues of mistrust, lack of support, and unfairness than women.

This hypothesis was not supported, $t(557) = -.95$, n.s.

Hypothesis 3b - Men will experience more job stress due to less supportive relationships because of jealousy and political rivalry in the organization than women.

This hypothesis was not supported, $t(536) = .96$, n.s.

Hypothesis 4 - Women will experience greater job stress due to lack of career development than men. This hypothesis was not supported, $t(534) = -.04$, n.s.

Hypothesis 5a - Women will experience greater job stress due to stressful organizational structure and climate such as inadequate training and poor supervision than men. This hypothesis was not supported, $t(542) = .24$, n.s.

Hypothesis 5b - Women will experience greater job stress due to stressful organizational structure and climate such as lack of participation and lack of autonomy than men. This hypothesis was not supported, $t(559) = .30$, n.s.

Hypothesis 6 - Women will experience greater job stress due to managing home-work interface than men. This hypothesis was supported, $t(417) = -5.20$, $p < .001$.

The results of the major hypotheses are summarized in Table 1 on the next page. As can be seen in Table 1, there was at least partial support for three of the six major hypotheses.

Exploratory Findings

The major hypotheses of this study dealt with the relationship between gender and the six sources of job stress. Previous research had failed to uncover any significant differences between the genders in overall job stress. Item 29 on the survey examined

overall job stress. There was no statistically significant difference between the genders on item 29, $t(559) = -.94$, n.s.

The relationships between overall job stress (Item 29 on the survey) and the different sources of job stress are positively related. Unpleasant deadlines and duties are the most strongly related to overall stress. The results are depicted in Table 2.

The relationships between intention to stay with the organization (Item 30 on the survey) and the different sources of stress are negatively related (see Table 2). Lack of career development was the most strongly related with intent to leave the organization, $r = -.40$.

Demographic variables other than sex were explored. For example, age, marital status, job classification, length of service, annual income, hours worked per week, and number of children were also measured. These results can be found in Appendices F-L.

Table 1

Mean Differences for the Major Hypotheses

Hypotheses	<i>N</i>	Men		<i>N</i>	Women	
		Mean	<i>SD</i>		Mean	<i>SD</i>
* 1a. Job stress due to factors that overwhelmed employees	243	11.99	3.52	267	9.93	3.76
1b. Job stress due to factors that lead to boredom	253	2.35	1.45	306	2.17	1.39
2a. Role Stress Due to Unclear Objectives and Expectations	254	5.18	2.35	308	4.98	2.38
* 2b. Role Stress Due to Unpleasant Deadlines	246	9.54	3.55	294	10.32	3.66
2c. Role Stress Due to Unpleasant Duties	256	3.91	1.44	307	3.79	1.45
3a. Issues of Mistrust, Lack of Support, and Unfairness	251	7.26	3.33	308	7.54	3.61
3b. Jealousy and Political Rivalry in the Organization	245	7.18	2.74	293	6.96	2.76
4. Lack of Career Development	246	11.91	4.15	290	11.93	4.35
5a. Inadequate Training and Poor Supervision	246	5.35	2.07	298	5.31	2.20
5b. Lack of Participation and Lack of Autonomy	252	5.72	2.23	309	5.66	2.37
* 6. Stress Due to Managing Home-Work Interface	205	10.27	3.20	214	12.03	3.71

* = Mean difference statistically significant at the .05 level in the expected direction.

Table 2

Correlations between the Sources of Job Stress, Overall Job Stress, and Intent to Stay with the Organization

	Overall Stress	Intent to Stay
Overall Stress	1.00	-.10*
Intent to Stay	-.10*	1.00
1a. Job stress due to factors that overwhelmed employees	.32*	-.03
1b. Job stress due to factors that lead to boredom	.01	-.28*
2a. Role Stress Due to Unclear Objectives and Expectations	.24*	-.23*
2b. Role Stress Due to Unpleasant Deadlines	.47*	-.15*
2c. Role Stress Due to Unpleasant Duties	.46*	-.21*
3a. Issues of Mistrust, Lack of Support, and Unfairness	.27*	-.32*
3b. Jealousy and Political Rivalry in the Organization	.22*	-.11*
4. Lack of Career Development	.20*	-.40*
5a. Inadequate Training and Poor Supervision	.31*	-.26*
5b. Lack of Participation and Lack of Autonomy	.31*	-.35*
6. Stress Due to Managing Home-Work Interface	.16*	-.18*

* $p < .05$

CHAPTER 4

DISCUSSION

Previous research found no difference in overall job stress between men and women (Loscocco & Spitze, 1990; Rydstedt, Johansson, & Evans, 1998; Spielberger & Reheiser, 1994), and the present study did not either. However, breaking down job stress into factors, revealed a significant differences between men and women, especially in regards to factors intrinsic to the job, role stress, and stress due to managing home-work interface.

Hypothesis 1 was supported. The present study showed a significant difference in job stress due to factors intrinsic to the job between men and women. These factors include such things as working over 40 hours a week, traveling, and dangerous and risky jobs. Because men are more likely to be in positions that involve long work hours, traveling, and risky and dangerous work, this leads to greater job stress.

At Johnson County Government, more men than women work in maintenance and service jobs. Departments such as Infrastructure and Transportation, Facilities, and Wastewater make up maintenance and service positions. These positions can involve danger and risk, such as road construction workers. At Johnson County Government, 81% of the workers in these departments are made up of men. In addition, jobs that involve shift work lead to job stress. Departments, such as the Sheriff's Department and Med-Act operate on shift hours, and 76% of the Sheriff's Department and 69% of the Med-Act department are men.

Hypothesis 2 was supported. This study found that women have more job stress due to role stress than men, mainly stress due to unpleasant deadlines. Contributing

factors to this type of job stress include conflicting job demands, deadline pressures, and too many meetings.

There are more men in maintenance jobs at Johnson County, and maintenance jobs usually do not involve high deadline pressures. This may lead to the conclusion that the type of job accounts for the difference in job stress levels rather than gender, but an examination of differences in deadline pressures for men and women in only professional/administrative jobs revealed that women still experience greater deadline pressure, $F = 3.69, p < .001$.

Hypothesis 3 was not supported. This study found no difference in job stress between men and women in regards to relationships at work. As previously mentioned, research has been found that supportive relationships are a buffer against job stress. It was hypothesized that men would have greater job stress due to relationships at work because women are more likely to have supportive relationships at work. This hypothesis was not supported.

Researchers have found both rewards and risks of friendships at work. Besides being a buffer against stress, friendships can bolster work attitudes and performances (Fisher, 1994). In addition, friendships can develop into valuable mentoring relationships, and vice versa (Kram & Isabella, 1985). Finally, formal or informal relationships can be positive for the organization by creating a more open and positive organizational culture with managers and employees who are helpful and supportive (Lobel, Quinn, St. Clair, & Warfield, 1994, as cited in Cleveland et al., 2000).

On the other hand, there are also drawbacks to friendships at work for the participants, coworkers, and the organization. These negative consequences may include

gossip and jealousy among coworkers. Especially with manager-employee friendships, there are perceptions that formal performance evaluations will be biased (Lobel et al., 1994, as cited in Cleveland et al., 2000).

The present study found no difference in job stress due to relationships at work between men and women. Therefore, it is assumed that there are benefits and drawbacks to friendships at work for both men and women.

The present study did not support Hypothesis 4. There was no difference in job stress due to career development between men and women. It was hypothesized that women would experience greater job stress due to career development because women are underrepresented in upper management. Although the glass ceiling does exist, Affirmative Action plans are in place. Federal law requires companies with government contracts over \$50,000 and more than 50 employees to comply with nondiscrimination requirements and establish affirmative action plans. These programs emphasize action to increase opportunities for women and minorities. The key idea of affirmative action is outreach, that is, specific efforts to ensure that qualified members of underrepresented groups are considered when hiring and promotion decisions are made (Cleveland et al., 2000).

Also, referring to Appendix H, more men are in maintenance jobs, which has low career advancement. Because so many men are in jobs with low career advancement, Hypothesis 4 was not supported. An examination of career development stress for men and women in only professional/administrative jobs revealed that the women in the sample experienced more career development stress, but the difference was not statistically significant.

The present study found no differences in career development stress between men and women, though it was predicted that women would experience greater stress. This may be due to affirmative action programs at Johnson County Government, which encourages the hiring and promotion of women.

The present study did not support Hypothesis 5. There was no significant difference in job stress due to organizational structure and climate between men and women. It was predicted that women would experience more job stress due to organizational structure/climate because of issues such as women's lack of involvement in office politics. The greater involvement of men in office politics may lead to higher job stress, rather than the lack of involvement of women

Again, maintenance workers had the most organizational structure and climate stress of the five job classifications, and maintenance workers are mostly made up of men. However, an investigation of organizational structure and climate stress between men and women in only professional/administrative jobs showed that the professional/administrative women in the sample experienced more organizational structure and climate stress than the professional/administrative men, but the difference was not statistically significant.

When examining only professional/administrative jobs, which have an equal number of men and women in the sample, the results are in the predicted direction with women experiencing greater job stress due to organizational structure/climate stress. The maintenance workers with less participation in decision-making may have affected the results.

Hypothesis 6 was supported by the present data. It was predicted that women experience more job stress due to managing home-work interface. This hypothesis was supported. As previously discussed, women experience the unique stress of managing dual demands of both employment and household responsibilities. Women in the workforce have to juggle multiple roles. Women are more likely to experience conflicting expectations from multiple roles, such as employee, parent, and caregiver

As women have entered the workforce they still have the responsibilities of mother, wife, and caretaker at home. Men, on the other hand, traditionally have not taken on as many of the household responsibilities as women.

Implications

The results of this study have research implications. While previous studies have shown no gender differences in organizational stress, a limitation of those studies was the failure to analyze specific factors. This study also found no significant difference between men and women in regards to overall job stress level, but differences were found when examining specific stress factors.

The results of the present study are also of importance to organizations. There are many negative consequences of job stress, and the more organizations know about job stress, the more they can try to eliminate these consequences.

The present study also reinforced the negative consequences of job stress. There was a negative relationship between overall job stress and the intent to stay with the organization. Hiring employees has a high price, including recruitment costs and training. This is a huge loss to organizations if employees leave the organization due to

job stress. Absenteeism, low job satisfaction, tardiness are also costs to the organization (Beehr & Newman, 1978).

In addition to organizations taking into consideration the importance of job stress, organizations should also consider the present results in regards to differences between men and women. This study found that there are differences in regards to factors intrinsic to the job, role stress, and managing home-work interface. Managers should understand these differences so that they can understand how job stress may be affecting their employees in different ways.

Management should take a proactive approach in preventing job stress. For example, safety training for maintenance and service workers may be helpful in reducing job stress due to intrinsic factors of the job. Safety programs may teach employees how to deal with dangerous or risky situations that may occur in work situations. Such programs may not only be beneficial to the individual employee, but also beneficial to organizations by decreasing worker's compensation claims.

Also, offering employees options to telecommute or implementing flex-time policies may help eliminate stress due to managing the link between home and work. Organizations may also offer on-site daycare or even provide services such as dry cleaning services for employees.

Management should also examine stress management programs for their employees. Organizations are increasingly implementing stress-reduction programs to help employees deal with modern-day stress (Kreitner & Kinicki, 2001). Stress management programs are used by organizations to teach employees how to deal with stress. Most stress management programs teach individual responsibility and personal

coping skills. The interventions are usually individual-oriented, relaxation-based techniques, such as progressive muscle relaxation and cognitive-behavioral skills training. Other methods include biofeedback, meditation, and holistic wellness (Kreitner & Kinicki, 2001). These stress management programs are more likely to affect physiological outcomes rather than organization-relevant outcomes.

Most organizations focus intervention on changing the employee without trying to change the work environment or the job. It is far easier to install a stress management program and demonstrate small but significant reductions in stress symptoms, rather than design and implement job/organizational change strategies (Murphy, 1996 as cited in Cooper & Locke, 2000).

Although stress management programs are increasing in organizations, some researchers question the efficacy of such programs. A limitation of stress management programs is that they essentially address the consequences rather than taking a proactive approach (Cooper & Cartwright, 1994). It is suggested that while stress management and employee assistance programs are useful in relieving stress, they should be combined with programs designed to eliminate stress more effectively. Possible organization-directed strategies to reduce stress include: redesign the task, establish flexible work schedules, encourage participative management, establish fair employment policies, and include employees in career development (Elkin & Rosch, 1990).

Limitations

One limitation of the present study is in regards to the generalization of the results. The study surveyed one organization, but it is unknown if these results apply to other organizations.

In addition, some of the scales, for example, factors intrinsic to the job that overwhelm employees, inadequate training and poor supervision, and stress due to home-work interface had internal consistencies that ranged from .42 to .44. Future studies would need to improve scale development.

There are other limitations in regards to the survey used in the present study. For example, several of the questions were not specific enough to make any general conclusions. Question 28 was not specific in asking the participants the number of children. This question did not clarify children living at home versus children living independently. A pilot study was conducted, but those questions were not brought to the researchers attention. If this study were to be conducted again, the survey instructions could be improved.

Future Research

The present study found that there are differences between men and women in regards to job stress factors. Future research should examine these differences more closely. More importantly, future research should examine how these difference affect organizations.

Future research should also examine stress management programs. The results of this study show that there are differences between men and women in regards to some job stress factors, so stress management programs may also differ for men and women. In addition, proactive approaches to eliminating job stress may also differ for men and women.

Because stress has such an impact on both the individual and the organization, future research should take these results into account. Further research should investigate

how organizations can use these results to make a positive impact to reduce job stress in both men and women.

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Appendix A
Emporia State University
Occupational Stress Questionnaire

This survey examines the level of occupational stress you experience in your job at Johnson County Government. Please mail the completed survey in the self-addressed stamped envelope by **Monday, December 9**.

Indicate on a scale of 1 (strongly disagree) to 6 (strongly agree) whether you agree or disagree with the following statements. **Please circle your response.**

	Strongly Disagree	Disagree	Slightly Disagree	Slightly Agree	Agree	Strongly Agree	Not Applicable
1. I regularly work more than 40 hours a week.	1	2	3	4	5	6	N/A
2. My job involves high physical risk.	1	2	3	4	5	6	N/A
3. My job requires that I travel frequently.	1	2	3	4	5	6	N/A
4. My job is boring.	1	2	3	4	5	6	N/A
5. My job involves duties that are too difficult for me to perform.	1	2	3	4	5	6	N/A
6. My work objectives are clearly defined.	1	2	3	4	5	6	N/A
7. My colleagues' expectations of me are made clear.	1	2	3	4	5	6	N/A
8. I am torn between conflicting job demands.	1	2	3	4	5	6	N/A
9. I have job duties that I do not enjoy performing.	1	2	3	4	5	6	N/A
10. I spend a lot of time trying to meet deadlines.	1	2	3	4	5	6	N/A
11. I spend a lot of time at work attending meetings.	1	2	3	4	5	6	N/A
12. There is a feeling of trust, respect, and friendliness between my supervisor and me.	1	2	3	4	5	6	N/A
13. My relationships at work are supportive.	1	2	3	4	5	6	N/A
14. My supervisor does not play favorites.	1	2	3	4	5	6	N/A
15. Jealousy is common in the organization.	1	2	3	4	5	6	N/A
16. Political rivalry is high in the organization.	1	2	3	4	5	6	N/A
17. My advancement in the organization matches my abilities and/or experience.	1	2	3	4	5	6	N/A
18. My hopes and/or expectations regarding my job are met.	1	2	3	4	5	6	N/A
19. I feel secure in my job.	1	2	3	4	5	6	N/A
20. There is little prospect for personal or professional growth in this job.	1	2	3	4	5	6	N/A

Continued

	Strongly Disagree	Disagree	Slightly Disagree	Slightly Agree	Agree	Strongly Agree	Not Applicable
21. The level of participation in planning and decision-making at my place of work is satisfactory.	1	2	3	4	5	6	N/A
22. I receive adequate training for my position.	1	2	3	4	5	6	N/A
23. I have the freedom to do the work in my own way.	1	2	3	4	5	6	N/A
24. I have too much or too little supervision.	1	2	3	4	5	6	N/A
25. I have support when managing responsibilities between work and home.	1	2	3	4	5	6	N/A
26. I assume more of the household duties than my spouse.	1	2	3	4	5	6	N/A
27. I am experiencing financial difficulties.	1	2	3	4	5	6	N/A
28. In my family, I am experiencing marital conflict.	1	2	3	4	5	6	N/A
29. My job is stressful.	1	2	3	4	5	6	N/A
30. I intend to stay with this organization two (2) years from now.	1	2	3	4	5	6	N/A

Continued

Demographics: Please check the box that applies or fill in the blank.

31. Gender:

- Male
 Female

32. Age:

- Under 20
 20 - 29
 30 - 39
 40 - 49
 50 - 65
 Over 65

33. Marital Status:

- Married
 Not Married

34. Job Classification:

- Clerical
 Maintenance & Service Worker
 Human Service & Healthcare
 Technical & Paraprofessional
 Professional & Administrative

35. Length of Service with the Organization:

- 0 - 1 year
 1 - 5 years
 5 - 10 years
 10 - 20 years
 Over 20 years

36. Annual Income:

- Under \$20,000
 \$20,000 - \$29,999
 \$30,000 - \$39,999
 \$40,000 - \$49,999
 \$50,000 - \$59,999
 \$60,000 - \$69,999
 Over \$70,000

37. On the average, I work ____ hours per week.

38. I have ____ (number of) children.

Please return this survey in the self-addressed stamped envelope by
Monday, December 9.
Raedawn Ruffner
P.O. Box 2252
Olathe, KS 66051-2252
Thank you!

Appendix B

Breakdown of Survey Questions

<u>Job Stress Factor</u>	<u>Questions</u>
Stressful Factors Intrinsic to the Job	# 1 – 5
Role Stress	# 6 – 11
Stressful Relationships at Work	#12 - 16
Lack of Career Development	# 17 - 20
Stressful Organizational Structure and Climate	# 21 – 24
Stress Due to Managing Home-Work Interface	# 25 – 28
Overall Stress	#29
Demographic Questions	#31 - 37

Appendix C

Breakdown of Survey Questions by Subfactors

<u>Job Stress Factor</u>	<u>Questions</u>
Stressful Factors Intrinsic to the Job	# 1 – 5
Factors Intrinsic to the Job that Overwhelm Employees	# 1, 2, 3, 5
Factors Intrinsic to the Job that Cause Boredom	# 4
Role Stress	# 6 – 11
Role Stress Due to Unclear Objectives and Expectations	# 6 & 7
Role Stress Due to Unpleasant Deadlines	# 8, 10, 11
Role Stress Due to Unpleasant Duties	# 9
Stressful Relationships at Work	# 12 - 16
Issues of Mistrust, Lack of Support, and Unfairness	# 12, 13, 14
Jealousy and Political Rivalry in the Organization	# 15 & 16
Lack of Career Development	# 17 – 20
Stressful Organizational Structure and Climate	# 21 – 24
Inadequate Training and Poor Supervision	# 22 & 24
Lack of Participation and Lack of Autonomy	# 21 & 23
Stress Due to Managing Home-Work Interface	# 25 – 28

*Questions 6, 7, 13, 14, 17, 18, 19, 21, 22, 23, and 25 were reversed scored.

Factor Analysis Results

Stressful Factors Intrinsic to the Job	# 1 – 5
Factors Intrinsic to the Job that Overwhelm Employees	# 1, 2, 3, 5
Factors Intrinsic to the Job that Cause Boredom	# 4

Component	Eigenvalues
1	2.386
2	.912
3	.757
4	.605
5	.341

Only one factor, cannot rotate.
Thus, the Component Matrix appears below.

	Component
Q1	.765
Q2	.569
Q3	.846
Q4	-.544
Q5	.681

Role Stress	# 6 – 11
Role Stress Due to Unclear Objectives and Expectations	# 6 & 7
Role Stress Due to Unpleasant Deadlines	# 8, 10, 11
Role Stress Due to Unpleasant Duties	# 9

Component	Eigenvalues
1	1.932
2	1.617
3	1.021
4	.705
5	.486
6	.240

Rotated Varimax Solution

	Component		
	1	2	3
Q6	.923	-.113	-1.377E-02
Q7	.921	-4.638E-02	4.602E-02
Q8	.270	.700	.415
Q9	-1.405E-02	-4.170E-03	.954
Q10	-.198	.734	6.771E-02
Q11	-.106	.756	-.198

Stressful Relationships at Work

12 - 16

Issues of Mistrust, Lack of Support, and Unfairness
 Jealousy and Political Rivalry in the Organization

12, 13, 14
 # 15 & 16

Component	Eigenvalues
1	2.248
2	1.650
3	.574
4	.286
5	.242

Rotated Varimax Solution

	Component	
	1	2
Q12	.906	-9.300E-02
Q13	.841	-4.233E-02
Q14	.831	.218
Q15	9.148E-02	.911
Q16	-5.054E-02	.883

Lack of Career Development

17 – 20

Component	Eigenvalues
1	2.080
2	.940
3	.678
4	.303

Only one factor, cannot rotate.
 Thus, the Component Matrix appears below.

	Component
Q17	.772
Q18	.848
Q19	.708
Q20	.513

Stressful Organizational Structure and Climate	# 21 – 24
Inadequate Training and Poor Supervision	# 22 & 24
Lack of Participation and Lack of Autonomy	# 21 & 23

Component	Eigenvalues
1	1.585
2	1.153
3	.759
4	.503

Rotated Varimax Solution

	Component	
	1	2
Q21	.491	.693
Q22	.770	.289
Q23	-.159	.823
Q24	.741	-.297

Stress Due to Managing Home-Work Interface	# 25 – 28
--------------------------------------------	-----------

Component	Eigenvalues
1	1.370
2	1.052
3	.893
4	.685

Only one factor, cannot rotate.
Thus, the Component Matrix appears below.

	Component	
	1	2
Q25	.785	5.070E-02
Q26	.307	-.693
Q27	.764	-5.702E-02
Q28	.277	.753

This source of stress yielded a two factor solution. However, instead of creating two subscales, Question 26 was reworded so that all of the questions were measuring a related concept.

Appendix D

Cover Letter

November 18, 2002

Dear Johnson County Government Employee:

Enclosed is a survey that examines the level of occupational stress you experience in your job at Johnson County Government. The survey was designed by Raedawn Ruffner, an intern in the Department of Human Resources. This survey is part of her thesis research to satisfy graduation requirements for a Master's degree in Industrial/Organizational Psychology. I have discussed this project with both Ms. Ruffner and her advising professor, Dr. George Yancey at Emporia State University, and feel that the information you provide will help Johnson County Government identify areas of occupational stress, and develop training programs addressing those areas.

Your participation in this study is completely voluntary and anonymous. By completing and returning the enclosed questionnaire, you agree to participate in this study.

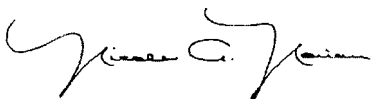
Surveys will be kept anonymous; **do not put your name on the survey**. No one at Johnson County Government will see your completed survey. Only summarized data will be shared with Johnson County Government.

Please return the completed survey **by Monday, December 9**. It will take approximately 10 minutes to complete. The survey should be mailed to Ms. Ruffner in the enclosed self-addressed stamped envelope.

If you have any questions please feel free to contact Ms. Ruffner at (913) 469-0913 or ruffner_raedawn@emporia.edu. You may also contact Dr. George Yancey, Associate Professor, at (620) 341-5806.

Thank you for your assistance in completing this survey.

Sincerely,

A handwritten signature in black ink, appearing to read "Nicole A. Norian". The signature is fluid and cursive, with a large initial "N" and "A".

Nicole A. Norian, SPHR
Director of Human Resources
Johnson County Government

Appendix E

Descriptive Statistics (Before Reverse Scoring)

Survey Item	N	Mean	SD
1. I regularly work more than 40 hours a week.	553	3.87	1.88
2. My job involves high physical risk.	551	3.18	1.74
3. My job requires that I travel frequently.	520	2.37	1.57
4. My job is boring.	559	2.25	1.42
5. My job involves duties that are too difficult for me to perform.	563	1.53	.86
6. My work objectives are clearly defined.	567	4.45	1.36
7. My colleagues' expectations of me are made clear.	562	4.48	1.24
8. I am torn between conflicting job demands.	560	3.20	1.55
9. I have job duties that I do not enjoy performing.	563	3.84	1.45
10. I spend a lot of time trying to meet deadlines.	560	3.68	1.53
11. I spend a lot of time at work attending meetings.	550	3.06	1.53
12. There is a feeling of trust, respect, and friendliness between my supervisor and me.	566	4.81	1.43
13. My relationships at work are supportive.	565	4.73	1.12
14. My supervisor does not play favorites.	563	4.07	1.59
15. Jealousy is common in the organization.	556	3.44	1.5

Survey Item	N	Mean	SD
16. Political rivalry is high in the organization.	545	3.62	1.60
17. My advancement in the organization matches my abilities and/or experience.	549	3.82	1.61
18. My hopes and/or expectations regarding my job are met.	562	3.97	1.38
19. I feel secure in my job.	561	4.70	1.11
20. There is little prospect for personal or professional growth in this job.	565	3.43	1.60
21. The level of participation in planning and decision-making at my place of work is satisfactory.	562	3.80	1.45
22. I receive adequate training for my position.	567	4.49	1.24
23. I have the freedom to do the work in my own way.	567	4.51	1.26
24. I have too much or too little supervision.	545	2.82	1.43
25. I have support when managing responsibilities between work and home.	544	4.54	1.26
26. In my family, both my spouse and I work outside the home.	458	3.78	1.67
27. I am experiencing financial difficulties.	548	3.13	1.58
28. In my family, I am experiencing marital conflict.	437	2.09	1.36
29. My job is stressful.	561	4.10	1.46
30. I intend to stay with this organization two (2) years from now.	562	5.01	1.29

Demographic Breakdowns

Gender

	Frequency	Percent
Men	257	45.2%
Women	311	54.8%

Age

	Frequency	Percent
20 – 29 years	77	13.6%
30 – 39 years	179	31.5%
40 – 49 years	162	28.5%
50 – 65 years	148	26.1%
Over 65 years	2	.40%

Marital Status

	Frequency	Percent
Married	363	69.2%
Not Married	168	29.6%

Job Classification

	Frequency	Percent
Clerical	85	15.0%
Maintenance & Service	57	10.0%
Human Service & Healthcare	110	19.4%
Technical & Parprofessional	68	12.0%
Professional & Administrative	240	42.3%

Length of Service with Organization

	Frequency	Percent
0 –1 year	50	8.8%
1 – 5 years	203	35.7%
5 –10 years	126	22.2%
10 – 20 years	150	26.4
Over 20 years	38	6.7

Annual Income

	Frequency	Percent
Under \$20,000	17	3.1%
\$20,000 – 29,999	141	25.3%
\$30,000 – 39,999	133	23.4%
\$40,000 – 49,999	106	18.7%
\$50,000 – 59,999	65	11.4
\$60,000 – 69,999	56	9.9
Over \$70,000	39	6.9%

Average Number of Hours Worked per Week

	Frequency	Percent
Less than 40 hours	290	51.1%
40 to 50 hours	225	39.6%
50 to 60 hours	38	6.7%
Over 60 hours	9	1.6%

Appendix F

The Sources of Job Stress by Age (Means)

Sources of Job Stress	20-29	30-39	40-49	50-65	Over 65
1a. Job stress due to factors that overwhelmed employees	11.19	11.75	10.74	9.80	8.50
1b. Job stress due to factors that lead to boredom	2.51	2.37	2.08	2.16	2.00
2a. Role Stress Due to Unclear Objectives and Expectations	4.83	4.91	5.28	5.09	9.00
2b. Role Stress Due to Unpleasant Deadlines	9.19	9.66	10.48	10.21	7.50
2c. Role Stress Due to Unpleasant Duties	3.92	3.98	3.86	3.61	3.50
3a. Issues of Mistrust, Lack of Support, and Unfairness	7.24	7.65	7.49	7.10	9.50
3b. Jealousy and Political Rivalry in the Organization	7.03	7.44	7.02	6.65	7.00
4. Lack of Career Development	11.43	12.01	11.95	12.04	12.00
5a. Inadequate Training and Poor Supervision	5.19	5.30	5.41	5.33	7.00
5b. Lack of Participation and Lack of Autonomy	5.51	6.03	5.58	5.48	7.00
6. Stress Due to Managing Home-Work Interface	12.00	11.60	11.05	10.42	8.50

Appendix G

The Sources of Job Stress by Marital Status (Means)

Sources of Job Stress	Married	Not Married
1a. Job stress due to factors that overwhelmed employees	10.97	10.76
1b. Job stress due to factors that lead to boredom	2.24	2.31
2a. Role Stress Due to Unclear Objectives and Expectations	5.17	4.78
2b. Role Stress Due to Unpleasant Deadlines	9.94	9.89
2c. Role Stress Due to Unpleasant Duties	3.92	3.67
3a. Issues of Mistrust, Lack of Support, and Unfairness	7.40	7.41
3b. Jealousy and Political Rivalry in the Organization	7.19	6.70
4. Lack of Career Development	11.89	11.90
5a. Inadequate Training and Poor Supervision	5.38	5.19
5b. Lack of Participation and Lack of Autonomy	5.74	5.56
6. Stress Due to Managing Home-Work Interface	10.97	12.55

Appendix H

The Sources of Job Stress by Job Classification (Means)

Sources of Job Stress	Clerical	Maint. / Service	Human Service	Tech. / Para-pro	Prof. / Admin.
1a. Job stress due to factors that overwhelmed employees	7.09	12.04	11.90	9.95	11.63
1b. Job stress due to factors that lead to boredom	2.50	2.45	2.24	2.25	2.09
2a. Role Stress Due to Unclear Objectives and Expectations	4.74	5.36	4.65	5.36	5.20
2b. Role Stress Due to Unpleasant Deadlines	9.06	8.12	9.77	9.59	10.91
2c. Role Stress Due to Unpleasant Duties	3.39	3.66	4.12	3.69	3.95
3a. Issues of Mistrust, Lack of Support, and Unfairness	6.96	8.30	8.06	7.50	7.03
3b. Jealousy and Political Rivalry in the Organization	6.91	7.04	7.05	6.65	7.21
4. Lack of Career Development	12.33	13.11	12.35	11.92	11.29
5a. Inadequate Training and Poor Supervision	5.32	5.87	5.07	5.76	5.17
5b. Lack of Participation and Lack of Autonomy	5.65	6.02	5.99	5.62	5.50
6. Stress Due to Managing Home-Work Interface	12.47	10.80	11.78	11.25	10.63

Appendix I

The Sources of Job Stress by Length of Service (Means)

Sources of Job Stress	0-1 year	1-5 years	5-10 years	10-20 years	20 + years
1a. Job stress due to factors that overwhelmed employees	9.98	10.31	11.12	11.69	11.54
1b. Job stress due to factors that lead to boredom	2.38	2.32	2.29	2.14	2.00
2a. Role Stress Due to Unclear Objectives and Expectations	4.42	4.92	5.29	5.26	5.30
2b. Role Stress Due to Unpleasant Deadlines	8.41	9.89	9.79	10.49	10.97
2c. Role Stress Due to Unpleasant Duties	3.59	3.62	4.04	4.07	3.81
3a. Issues of Mistrust, Lack of Support, and Unfairness	6.06	7.32	8.03	7.32	8.16
3b. Jealousy and Political Rivalry in the Organization	6.89	6.93	7.25	7.05	7.47
4. Lack of Career Development	10.67	11.82	12.54	11.97	11.74
5a. Inadequate Training and Poor Supervision	4.94	5.35	5.31	5.44	5.42
5b. Lack of Participation and Lack of Autonomy	5.23	5.60	6.27	5.49	5.65
6. Stress Due to Managing Home-Work Interface	11.83	11.56	11.57	10.40	10.26

Appendix J

The Sources of Job Stress by Annual Income (Means)

Sources of Job Stress	Under \$20K	\$20- \$30K	\$30- \$40K	\$40- \$50K	\$50- \$60K	\$60- \$70K	Over \$70K
1a. Job stress due to factors that overwhelmed employees	9.00	8.80	11.22	11.78	11.82	12.76	11.55
1b. Job stress due to factors that lead to boredom	2.12	2.44	2.53	2.03	2.09	1.87	2.13
2a. Role Stress Due to Unclear Objectives and Expectations	3.88	4.86	4.96	4.97	5.53	5.50	5.90
2b. Role Stress Due to Unpleasant Deadlines	7.82	8.79	10.07	10.13	11.52	10.39	11.38
2c. Role Stress Due to Unpleasant Duties	3.71	3.45	4.00	3.76	4.12	4.20	4.21
3a. Issues of Mistrust, Lack of Support, and Unfairness	7.56	7.29	7.37	7.89	7.95	6.84	7.03
3b. Jealousy and Political Rivalry in the Organization	7.27	6.54	7.32	7.14	7.08	7.51	7.16
4. Lack of Career Development	13.25	12.47	11.93	11.86	12.21	10.83	11.11
5a. Inadequate Training and Poor Supervision	4.40	5.53	5.28	5.19	5.58	5.36	5.32
5b. Lack of Participation and Lack of Autonomy	5.81	5.76	5.74	5.60	5.88	5.41	5.51
6. Stress Due to Managing Home-Work Interface	13.33	12.40	11.21	11.34	11.17	9.19	9.69

Appendix K

The Sources of Job Stress by Hours Worked per Week (Means)

Sources of Job Stress	40 or less	> 40 to 50	> 50 to 60	Over 60
1a. Job stress due to factors that overwhelmed employees	8.96	12.49	14.71	15.11
1b. Job stress due to factors that lead to boredom	2.43	2.06	2.08	1.89
2a. Role Stress Due to Unclear Objectives and Expectations	4.93	5.20	5.50	4.67
2b. Role Stress Due to Unpleasant Deadlines	9.13	10.91	10.44	11.78
2c. Role Stress Due to Unpleasant Duties	3.70	4.03	3.87	4.11
3a. Issues of Mistrust, Lack of Support, and Unfairness	7.33	7.29	8.57	9.00
3b. Jealousy and Political Rivalry in the Organization	6.68	7.30	7.95	8.67
4. Lack of Career Development	12.19	11.68	11.56	10.89
5a. Inadequate Training and Poor Supervision	5.27	5.28	5.86	6.22
5b. Lack of Participation and Lack of Autonomy	5.58	5.79	5.79	6.00
6. Stress Due to Managing Home-Work Interface	10.94	11.54	10.52	11.88

Appendix L

The Sources of Job Stress by Number of Children (Means)

Sources of Job Stress	0	1	2	3	4 or more
1a. Job stress due to factors that overwhelmed employees	11.15	10.65	10.72	10.73	11.77
1b. Job stress due to factors that lead to boredom	2.32	2.35	2.18	2.15	2.06
2a. Role Stress Due to Unclear Objectives and Expectations	4.95	5.35	5.12	5.17	4.55
2b. Role Stress Due to Unpleasant Deadlines	10.03	10.14	10.15	9.44	9.26
2c. Role Stress Due to Unpleasant Duties	3.95	3.94	3.80	3.76	3.30
3a. Issues of Mistrust, Lack of Support, and Unfairness	7.09	8.36	7.41	7.51	6.79
3b. Jealousy and Political Rivalry in the Organization	6.76	7.80	7.10	7.45	5.81
4. Lack of Career Development	11.66	12.92	11.94	11.74	10.87
5a. Inadequate Training and Poor Supervision	5.17	5.84	5.32	5.43	4.81
5b. Lack of Participation and Lack of Autonomy	5.60	6.18	5.57	5.64	5.45
6. Stress Due to Managing Home-Work Interface	11.30	11.52	10.99	10.67	11.46

I, Raedawn Ruffner , hereby submit this thesis to Emporia State University as partial fulfillment of the requirements for an advanced degree. I agree that the Library of the University may make it available for use in accordance with its regulations governing materials of this type. I further agree that quoting, photocopying, or other reproduction of this document is allowed for private study, scholarship (including teaching) and research purposes of a nonprofit nature. No copying which involves potential financial gain will be allowed without written permission of the author.

 Raedawn Ruffner

Signature of Author

 8.11.03

Date

 An Examination of JOB STRESSORS
and BENDER IN THE WORKPLACE

Title of Thesis

 Ray Cooper

Signature of Graduate Office Staff Member

original