The Effect of Managers’ Good Character on the Employees’ Occupational Stress in Social Security Organization in Esfahan, Iran

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Abstract
The purpose of this research is to determine the effect of good character of the managers on occupational stress of the employees in social security organization of Esfahan province. The statistical society of the research includes all employees of the social security organization of Esfahan province that according to this the sample size was determined 150 persons as the statistical society. In order to collect the information, the researcher-made questionnaire was used. To assess the validity of the questionnaire, face validity method was accomplished by using of the professors opinions of the management group of Esfahan University and some experts of the social security of Esfahan province. To determine the reliability of the questionnaire, Koroobak Alfa coefficient was used which was calculated 87 percent for the questionnaire of good character of the managers and it was estimated 90 percent for the questionnaire of organizational stress. In order to assess the research hypotheses, Pearson correlation test with SPSS18 software and to analyze the data, Amos18 software were used. The results of the hypotheses test showed that good character of the managers of the social security organization has meaningful effect on occupational stress of the employees.

Keywords: good character of the managers, occupational stress

Introduction
Since 1960s, attention to the occupation has constituted a main share of the individuals lives and although employment, is an exciting challenge for individuals, this same occupation can be proposed as a main stressful source in their lives (Long, 1995). Stress has been one of the most active research domains (40000 researches in this same decade) in recent years so that recent century has been named stress era (Allison, 2007). Stress or nerve pressure is one of very acute problems in today organizations that has threatened the physical and mental health of work force and caused heavy expenses for the organizations, stress in organization like a calamity has depleted the activities and destroys them.

A group of organizational behavior pundits have named the stress arising from occupation, "the prevalent disease of century". Recognition of occupational stresses and its manufacturer factors are important because it can threaten the physical and mental health of work force (Mousavi Nasab et al, 2006). Occupational stress can disturb the social performance of the individuals which is accounted as a serious threat for organizational performance and efficiency (Glazer & Gyurak, 2008). Stress is an important factor in a lot of mental and social damages that mental damages arising from it can be diminished with stress management (Ardakani, Saeed et al, 2011).

At present competition market, the companies have better performance that their managers, in addition to having necessary sagacity, have sufficient information about stress and its management and conduction among their employees. If educational leaders are able to decrease the structural factors and stressful pressures, they can prepare an atmosphere that fewer employees are prone to conflict. Also, Hunsil studies (2010) showed lack of positive and effective relations and
stress feeling are from the factors that threaten the mental relaxation. On one hand, the spiritual aspect of human teach him that he is a part of divine nature. Enjoying of this awareness causes that individual does not assess others according to apparent behavior (Nasr, 2013). On the other hand, technology development at present century and mechanical life arising from that, has taken the human away from his origin.

Consequently, human pays attention to his spiritual and emotional needs and is more exposed to stress. Good character of the managers with its aspects can create this positive organizational atmosphere and remind that the managers should pay attention to the human dignities. The presence of managers and leaders, who are committed to the human and ethical dignities, causes the value space and culture related to the humans and occupational relations in the organization and therefore an admission is provided to reduce stress. The mechanism for creating the emotional states and a positive attitude also decrease the stress rate (Golparvar et al, 2009). Manager should always think to improve and amend the organizational atmosphere to keep it efficient and effective and should create motivation in individuals and fulfill their material and spiritual needs (Mahboubi et al, 2010). Researches showed that facilitating and deterrent conditions of the relations existing among the employees can affect on the performance, stress and motivation. The purpose of this research is to study the effect of good character aspects of the managers on occupational stress of the employees of social security organization in Esfahan province.

**Concepts definition**

**Occupational stress:** According to the definition of occupational hygiene institution, occupational stress occurs when there is no coordination between the occupational needs and ability and demands of individual, in other words when what is expected from individual in an occupation is not coordinated with his interest and demand (Baker, D.B & Karaek, 2002). Stress includes the reaction of the person to his environment that can create positive and negative effects for him. Its positive effects can increase motivation, performance and enjoyment of individual in the work environment and its negative effects can create pressure in individual and have physical, behavioral and mental consequences like anxiety, agitation, tiff and heart diseases (Baehler, K. & Bryson, 2008).

**Good character of the managers:** character is the most important aspect of leadership, so that the followers who observe weakness in their leaders character, lose their trust to the leader and consequently to the organization and turn away from them. Therefore the most important asset of each manager is his good character that has significant effect on the employees trust to the manager and organization (Peteson, 2008). The character of each individual is according to the manner of his acting. The character of the managers cannot be separated from their deeds and acts. If the promise of the manager is uncoordinated with his act, its reason should be found in his unpleasant character. The employees, who observe a weakness and error in the character of their manager, will have less trust to him (Nasr, 2013). The purpose of the character is mood (Sarros, 2006). From psychological standpoint, mood is relatively stable aspect of the human character ethically and socially (Peteson, 2008).

**Review of literature**

Nouri (1998) in his research showed that there is meaningful relation between the occupational stress level and the managers and supervisors performance. Most of the managers can adjust the stiffness of the laws and with reassuring compassion clarify its ambiguities that therefore their action will have anti-stress effect (Soltani, 2004).

Shams and Khaligian (2013) in a research entitled “the effect of the components of security-oriented leadership on mental security feeling of employees” showed there is a positive and
meaningful relation between the components of security-oriented leader and mental security of the employees. Also, it is observed aspects like hearing to the employees saying (compassion) and having positive mentality are common with the aspects of good character of the managers. Careful consideration on the examples of the effective leader indicates that it can cause the improvement of morale and consequently security and relation feeling in employees by preparing the organizational atmosphere.

Soltani (2004) in his research showed most of the managers can adjust the stiffness of laws and clarify its ambiguities by reassuring compassion that therefore their act will have anti-stress effect. 25 years studying on employees has shown that inefficient and weak management is the biggest reason of stress at work place. The studies had determined the employees’ relations with their direct supervisors as the most unsuitable aspect of occupation.

Ajlou et al (2006) showed there is meaningful relation between the styles of competitive conflict management, avoidance, reconciliation and occupational stress of the employees. The styles of conflict management have meaningful effect in decreasing and increasing the occupational stress of the employees.

In some studies, leadership has been known as one of the stress sources at work place although its effect is different (Mc Vicar 2003, Jonsson et al, 2003). Leaders challenge the process itself in the best state, inspire a common perspective, force the others to act, show the way and make pattern and encourage the hearts (Strack, 2001). While some studies consider the intermediate effect and suitable relation of leadership style and stress and job burnout (Langner, 2002). Rome (2000) shows the leadership factors in reaction to the stressful factors of work environment having tranquilizer effect.

Transformational leadership style and especially interactive leadership style decrease the stressful reactions (physical, emotional and mental) of inferiors and employees. Transformational leadership behaviors have negative relation with occupational stress and job burnout, also free leadership style has a reversed effect. The results of the researches of Rabindarang et al (2014) show that distributed leadership style and occupational stress are in a suitable level among the teachers of technical and occupational education. Further, distributed leadership style has negative and meaningful effect on occupational stress so that distributed leadership can decrease occupational stress. Therefore, occupational stress can be decreased by choosing suitable leadership style. Lack of leaders’ supervision and support from employees causes occupational stress (Azizi et al, 2009).

**Research hypotheses development and conceptual pattern**

According to the previous studies, the research hypotheses are presented as follows:

First hypothesis: Good character of managers of the social security of Esfahan province has effect on decreasing occupational stress of their employees.

Second hypothesis: the manager honesty is effective on occupational stress.

Third hypothesis: humility is effective on occupational stress.

Fourth hypothesis: sense of humor is effective on occupational stress.

Fifth hypothesis: wisdom is effective on occupational stress.

Sixth hypothesis: compassion is effective on occupational stress.

Seventh hypothesis: bravery is effective on occupational stress.

Eighth hypothesis: passion is effective on occupational stress.
Methodology

Based on purpose, the present research is applied research and from method aspect, it is descriptive-surveying. The statistical society of this research included 150 employees of the social security branches of Esfahan province. In order to collect the information, two researcher-made questionnaires were used. To determine the validity of the questionnaire, face validity method was used and the questionnaire was presented to the professors of the management group of Esfahan University and necessary amendments were accomplished according to their opinions. In order to determine the reliability of the questionnaire, Cronbach Alpha method was used for the questionnaire of good character of the managers and organizational stress, which was .87 and .9, respectively, indicating that they are reliable. Pearson correlation test by SPSS18 software and Amos18 software was applied to analyze the data.

Data analysis

The results of Pearson correlation test: in order to consider the relation between good character of the manager and occupational stress, Pearson correlation test was used. The results of Pearson correlation test between good character of the manager and occupational stress showed that there is reversed relation between good character of the manager and occupational stress; this means that whatever good character of the manager is increased, occupational stress will be decreased. The Pearson correlation coefficient which has been calculated between good character of the manager and occupational stress was equal to (-0.60) that indicates negative and indirect relation between these two variables. The obtained results of Pearson correlation test between good character of the manager and occupational stress have been shown in table 1.

Table 1: Results of Pearson correlation coefficient test between good character of the manager and occupational stress

<table>
<thead>
<tr>
<th>Good character of manager</th>
<th>Variables</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Good character of manager</td>
</tr>
<tr>
<td>-0.60</td>
<td>Occupational stress</td>
</tr>
<tr>
<td>0.000</td>
<td>Meaningfulness level</td>
</tr>
<tr>
<td>106</td>
<td>Numbers</td>
</tr>
</tbody>
</table>
The results of Pearson correlation test between the aspects of good character of manager and occupational stress showed that there is indirect and negative relation between them. The obtained results of Pearson correlation test between the aspects of occupational stress and good character of manager were shown in table 2.

**Table 2: Results of Pearson correlation coefficient test between good character of manager and the aspects of occupational stress**

<table>
<thead>
<tr>
<th>Variable name</th>
<th>Honesty</th>
<th>Humility</th>
<th>Sense of humor</th>
<th>wisdom</th>
<th>Compassion</th>
<th>Bravery</th>
<th>Passion</th>
<th>Numbers</th>
<th>Sig.</th>
</tr>
</thead>
<tbody>
<tr>
<td>Good character of manager</td>
<td>-0.40</td>
<td>-0.35</td>
<td>-0.62</td>
<td>-0.39</td>
<td>-0.58</td>
<td>-0.57</td>
<td>-0.48</td>
<td>106</td>
<td>0.000</td>
</tr>
</tbody>
</table>

**The research model according to the structural equations**

By using of Amos18 software, the research model according to the structural equations has been shown in figure 2.

![Figure 2: Modeling the structural equations (meaningfulness coefficients and confirmatory factorial loading)](image)

In this research, in order to consider the suitability rate of structural equations model, six indexes are considered. First index is (X2/df), if it is between 1 and 3, it will indicate higher confirmation of this model; in this research, this measure has been reported equal to 1.72. Second index is RMSEA that whatever it is closer to 0.05, the model will be more efficient; in this research this measure has been reported equal to 0.062. And four other indexes are GFI and IFI, NFI and CFI that are between zero and one and whatever they are closer to number 1, the model efficiency will
be more. In this model these indexes have been reported respectively 0.79, 0.91, 0.80, and 0.92. Table 3 indicates the indexes and measurements of the structural equations model.

**Table 3: Indexes and measurements of structural equations model**

<table>
<thead>
<tr>
<th>X2/df</th>
<th>GFI</th>
<th>IFI</th>
<th>NFI</th>
<th>CFI</th>
<th>RMSEA</th>
</tr>
</thead>
<tbody>
<tr>
<td>1.72</td>
<td>0.79</td>
<td>0.91</td>
<td>0.80</td>
<td>0.92</td>
<td>0.062</td>
</tr>
</tbody>
</table>

Table 4 shows the findings of casual analysis by using of structural equations model for testing the research hypotheses. In Amos software, rejection or confirmation of the hypotheses is shown with CR and if this index is higher than 1.96, it will indicate a casual relation existing between the variables and hypotheses will be confirmed. The results of this model are presented in table 4.

**Table 4: Results of factorial analysis of structural equations**

<table>
<thead>
<tr>
<th>Hypothesis</th>
<th>Coefficient (r)</th>
<th>t</th>
<th>Result</th>
</tr>
</thead>
<tbody>
<tr>
<td>H1</td>
<td>-0.54</td>
<td>3.69</td>
<td>+</td>
</tr>
<tr>
<td>H2</td>
<td>-0.36</td>
<td>3.242</td>
<td>+</td>
</tr>
<tr>
<td>H3</td>
<td>-0.48</td>
<td>3.145</td>
<td>+</td>
</tr>
<tr>
<td>H4</td>
<td>-0.75</td>
<td>3.599</td>
<td>+</td>
</tr>
<tr>
<td>H5</td>
<td>-0.61</td>
<td>2.343</td>
<td>+</td>
</tr>
<tr>
<td>H6</td>
<td>-0.55</td>
<td>2.235</td>
<td>+</td>
</tr>
<tr>
<td>H7</td>
<td>-0.41</td>
<td>2.568</td>
<td>+</td>
</tr>
<tr>
<td>H8</td>
<td>-0.34</td>
<td>3.64</td>
<td>+</td>
</tr>
</tbody>
</table>

**Discussion and conclusion**

According to the accomplished researches and hypotheses test, the following results can be extracted and proportional suggestions can be presented:

1) The result of testing first hypothesis: from obtained result of test, it can be said the manager honesty is effective on occupational stress as the amount of Pearson correlation coefficient is about -0.40 percent and its critical ratio is about 3.2. Therefore, it is suggested that the managers in dealing with inferior employees have standard ethical behavior and in their reporting to higher managers observe the honesty of words and deeds so that they can increase the motivation and efficiency of the employees.

2) The result of second hypothesis testing: from obtained result of test, it can be said the manager humility is effective on occupational stress as the amount of Pearson correlation coefficient is about -0.35 percent and its critical ratio is about 3.1. Therefore, it is suggested that the managers in dealing with inferior employees and colleagues, have all humility and reduce their social distance from employees.

3) The result of third hypothesis testing: from obtained result of test, it can be said the sense of humor of manager is effective on occupational stress as the amount of Pearson correlation coefficient is about -0.62 percent and its critical ratio is about 3.5. Therefore, it is suggested that the managers in dealing with inferior employees in the right time and amount have a sense of humor and decrease the stress of employees with smiling. Optimism on current affairs and its induction to others can reduce occupational stress.

4) The result of forth hypothesis testing: from obtained result of test it can be said the manager wisdom is effective on occupational stress as the amount of Pearson correlation coefficient is about -0.39 percent and its critical ratio is about 2.3. Therefore, it is suggested that the manager in
dealing with inferior employees, present his knowledge experiences to them and support them in removing the problems.

5) The result of fifth hypothesis testing: from obtained result of test, it can be said the manager compassion is effective on occupational stress as the amount of Pearson correlation coefficient is about -0.58 percent and its critical ratio is about 2.2. Therefore, it is suggested that the managers in dealing with employees, pay attention to their annoyance and pains and actually in sympathy with the employees, accompany them. Also, increasing the welfare actions for the employees leads to increase their motivation and efficiency.

6) The result of sixth hypothesis testing: from obtained result of test, it can be said the manager bravery is effective on occupational stress as the amount of Pearson correlation coefficient is about -0.57 percent and its critical ratio is about 2.5. Therefore, it is suggested that the managers determine the long-term goals bravely and rationally and entrust the duties to the expert individuals. Doing this duty has a significant share in the organization efficiency.

7) The result of seventh hypothesis testing: from obtained result of test, it can be said the manager passion is effective on occupational stress as the amount of Pearson correlation coefficient is about -0.48 percent and its critical ratio is about 3.6. Therefore, it is suggested that the managers in dealing with employees, do not divulge negative energies. Creating positive energy at work environment, happy and refreshing atmosphere, and preventing from emergence of pessimism are so effective on decreasing the stress.

As it was mentioned before, according to the confirmation of the subsidiary hypotheses of the research and with regard to the researchers conclusion, the relation existence between the aspects of good character of the organization managers and occupational stress of employees is confirmed in the social security organization.

References
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