

A Study of Workplace Stress amongst Managers and Administrators in Adoption of Green Environmental Initiatives at Malaysian Industrial Companies

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Abstract

The purpose of this study is to identify the workplace stress among managers and administrators in the adoption of green environmental initiatives at the workplace. The respondents of the study consist of 65 managers at middle and higher levels and 45 administrators at Bandar Baru Bangi Industrial Area, Selangor State, Malaysia. The findings of this research show that the work pressures amongst managers and administrators are just moderate with mean value of 2.77. The attitudes towards work is also at a moderate agree level with mean value of 3.19 and the overall score of mean value for profiles of workaholics is 3.74 that means the managers and administrators agree that they are the workaholics in the workplace and in fulfilling the work of green environmental initiatives. The results of symptom on works stress shows that the constant worrying contributes to the highest percentage with 65% for the thought or reasoning symptoms. The physical symptoms shows aches and pains providing the highest score with 68%, moodiness and instability or short temper like yelling and shouting consists of 77% under the emotional symptoms. Lastly, the behavioral symptoms of eating more or less shows the highest percentage with 56%. On overall, workplace stress amongst managers and administrators are moderately and they are still under control.

Key Words: *Work Pressure, Attitudes toward Work, Profiles of Workaholics, Symptoms of Workplace Stress.*

Introduction

The workplace is one of the greatest causes of stress in our lives and it becomes an even greater challenge as obstacles arise and keep employees and organization from progressing in the day-to-day assignments (Carr et al. 2011). A study was conducted by a university in Spain that yielded surprising results on the topic of occupational stress found that the employees in the small, large, private and public organizations had higher or much higher than normal stress levels. When the employees were questioned specifically

about how their fellow employees were affected by stress, they replied that they were showing symptoms such as headaches or migraines, losing their temper or reacting more aggressively towards customers and colleagues (Carr et al, 2011). Keita and Jones (1990) indicate that industrial and organizational psychologists treated workplace stress as an anomaly to the profession. The study of “A Correlational Investigation: Individual Spirituality’s Impact upon Workplace Stress” by Atkin (2007) defined workplace stress as a mental, emotional, physical tension or strain characterized by feelings of anxiety, fear, anxiousness, insecurity, anxiety and uncertainty as per agreed by the other researchers (Day, 1998; Henry, 2005). In the twenty first century, workplace stress is the “harmful physical and emotional responses that occurs when the requirements of the job do not match the capabilities, resources, or needs of the worker” (Sauter et al.1999). Sauter et al. (1999) in their booklet *Stress at Work* a workplace stress study commissioned by the National Institute for Occupational Safety and Health, a survey by Northwestern National Life reported that 40% of workers report that their jobs were vary or extremely stressful.

In an Integra Survey cited by Daw (2001), one out of 10 workers reported workplace stress as being a major issue as well as being driven to tears by workplace stress. The workers skipped lunch frequently to get work completed; they mentioned overcrowded working conditions as contributors to workplace stress. According to Webster and Bergman, the 3,418 estimated cases involved employees who experienced workplace so severely that the employee became ill to the extent that they needed time away from work (Webster & Bergman, 1999). One of the major stress at the workplace is practicing the new initiatives developed by the organization and one of the initiatives is green management programs, activities and initiatives. This study assesses factors that contribute to the stress at the workplace due to the green environmental initiatives by the organizations at Malaysian Industrial companies specifically in the initiatives of green environmental efficiency initiative, green environmental technology initiatives and green environmental behavior initiatives.

Literature Review

According to the literature reviewed, there are many ways organizations contribute to workplace stress; work overload as it relates to job stress and job pressure in the assignment of increased responsibility, frequent interruptions as well as pressure of techno stress (Brinier & Reynolds, 1999; Spielberger & Vagg, 1999; Tyler, 2006, West, 2006). Techno stress is workers inability to get away from work because of laptop computers, emails, and cellular telephones (Krumm, 2001; Tyler, 2006; West, 2006). Workplace job stress, lack of organizational support, job pressure can have a deleterious effect upon the psychological well-being of employees that result in workplace stress. According to Henry (2005), employees experience less stress in the workplace when the “workplace is running as a matter of routine and stability that is more the norm”. Buchanan and Huczynski (2004) summarized some of the “typical stressors likely to arise in an organizational context”; these included: “...inadequate physical working environment; inappropriate job design; poor management style; poor relationships; uncertain future; divided loyalties”

Therani (2002) also reported stressors as unsympathetic, organizational culture, poor communication between managers and employees, lack of involvement in decision making, bullying and harassment, continual or sudden change, insufficient resources, conflicting priorities and lack of challenge. It is not just the workplace that stress occurs, but of some interest is reflected from home conflict as cited by Fairbrother and Warn (2003) that the conflict between home and work, and the work impact on personal relationships, is stressful.

Work Pressures

Robinson and Griffiths’ (2005) study on workplace stress found five sources of work pressures that can lead to stress: increased workload, uncertainty/ambiguity, interpersonal conflict, perceived unfairness, and perceived loss. Hutri and Lindeman’s (2002) study on occupational stress found eight different stressors:

frustration at work, work overload, interpersonal problems at work, organizational changes, threat of job loss, economic problems, personal illness, and worries about family and or relatives cause of the instability of work. Workplace stress originates from various organizational factors that affect employees' psyches in some emotional capacity.

Attitudes towards Work

Nowadays, stress is often considered as the most common problem of everyday life. Benzimra (2003) stated that three factors that shows the attitudes of workers that can contribute to workplace stress are response of individual on their work, the difficulties in adapting the work environment due to personality and attitudes and the interaction of characteristics of the person and factors in the environment that affect attitudes.

Profiles of Workaholics

Workaholics or work addition is an internal drive to work excessively and willingness to neglect other interests that derive from the challenges, constraints, issues that related with workplace and the feeling of achievement of doing things and work efficiently. The workplace culture that stressed on the high performance, deadlines, time management and credibility of their employees can lead to workaholics among employees and stress at the workplace (Porter, 2006).

Implications of Workplace Stress

There are two approaches to reducing stress, one that is company-focused, in which the company attempts to remove the source of the stress, and one that is employee focused, requiring the individual workers adjust themselves psychologically to handle the stress (Cooper, Dewar and O'Driscoll, 2001). According to Preston (1996) and Topper (2007), the following symptoms indicate workplace stress and impending low morale:

- Work efficiency declines markedly, as does general initiative and work interest.
- Refusal to cooperate with others, citing dissatisfaction
- Negative behavior towards one's work group, one's entire organization or profession
- In conversation, saying that one's personal efforts and contributions are unappreciated and unnoticed
- Higher turnover and absenteeism than those not affected
- Blames scapegoats, such as bosses and spouses, even blames others for their own errors and failures; and
- Disorientation and signs of mental of physical breakdown during crisis periods

Research Objective

The purpose of this study is to identify the level of workplace stress level in the adoption of green environmental initiatives and the symptoms of stress faced by managers and administrators in five of the Malaysian Industrial Companies at Bandar Baru Bangi Industrial Area, Selangor State, Malaysia.

Research Questions

The following research questions were address in the study:

1. What are the perceptions of employees at industrial and manufacturing companies on work pressure in adoption of green environmental initiatives?

2. What are the perceptions of employees at industrial and manufacturing companies on attitudes towards work in adoption of green environmental initiatives?
3. What are the perceptions of employees at industrial and manufacturing companies on profiles of workaholics in adoption of green environmental initiatives?
4. What are the perceptions of employees at industrial and manufacturing companies on symptom of stress in adoption of green environmental initiatives?

Research Instrument & Reliability

A quantitative approach was adopted in the form of a self-completed questionnaire. The questionnaires for this study were divided into four (4) sections as follows:

- A. Section A: Open-Ended Questions:** The questions are related to green environmental understanding and initiatives.
- B. Section B: Work Pressure:** This section examines the sources of pressures experienced by managers and administrators. The portion of the questionnaire was derived and adopted from the work of Davidson and Cooper's (1983) with adjustments to meet the needs and requirements of the study. The pressure dimensions were scored on a five-point Likert scale from 1 (highly pressure) to 5 (highly pleasurable).
- C. Section C: Attitudes towards Work:** This section contains series of the work statements which have been associated with the feeling of stress derived from a variety of more recent sources (Rosen et al., 1989; Davidson and Cooper, 1992; Wentling, 1992 and Brockbank and Airey, 1994). Statement to attitudes were similarly scored using a Likert scale of 1 (Strongly Disagree) to 5 (Strongly Agree).
- D. Section D: Profiles of Workaholics:** The scales measuring workaholism are divided into seven categories.
 - i. Work addition risk (Robinson et al. (1992)
 - ii. Work involvement (Spence and Robbins, 1992)
 - iii. Joy in working (Spence and Robbins, 1992)
 - iv. Driven to work (Spence and Robbins, 1992)
 - v. Perfectionist (Greenberger et al. 1991)
 - vi. Crisis attraction (Greenberger et al. 1991)
 - vii. Self Esteem (Balscovich and Tomaka, 1991)
- E. Section E: Workplace Stress Symptoms.** The measurement based on the suggestions by Carr et al. (2011).

The instrument and measurement of the questionnaire items used for Work Pressure Dimensions of "five-point Likert scale from 1 to 5 with 1 – Highly Pressure to 5 – Highly Pleasurable" and the Attitudes towards Work, Profiles of Workaholics and Symptoms of Work-Place Stress Dimensions used a "five-point Likert scale from 1 to 5 with 1 – Strongly Disagree to 5 – Strongly Agree". The research instrument items and the reliability of the instrument of this study are as follows:

Workplace Stress	Number of Items	Alpha Cronbach Value
1. Work Pressure	31	0.850
2. Attitudes towards Work	17	0.650
3. Profiles of Workaholics	47	0.730
▪ Work Addiction Risk	7	0.654
▪ Work Involvement	8	0.780
▪ Joy in Working	9	0.850
▪ Driven to Work	6	0.650
▪ Perfectionist	4	0.750
▪ Crisis Attraction	4	0.600
▪ Self Esteem	9	0.780

Workplace Stress	Number of Items	Alpha Cronbach Value
Symptoms of Work-Place Stress	21	0.675
▪ The Thought or Reasoning Symptoms	6	0.650
▪ The Physical Symptoms	5	0.800
▪ The Emotional Symptoms	5	0.500
▪ The Behavioral Symptoms	5	0.750

Research Findings

The statistics used in analyzing the data are descriptive statistics. The interpretation of all mean scores are based on the table below:

MEAN SCORE	INTERPRETATION
1.00 – 1.80	High Pressure
1.81 – 2.60	Pressure
2.61 – 3.40	Moderate Pressure
3.41 – 4.20	Pleasure
4.21 – 5.00	High Pleasure

The research findings were presented as follows:

Section A: Open-Ended Questions

Questions	Yes	No	A Little Bit
1. Do you understand the green environmental definition and description?	30%	20%	50%
2. Did your organization/company practiced any green environmental initiatives/programs/activities?	50%	20%	30%
3. What are the environmental management initiatives/programs/activities that your organization/company did in the past/currently and in the near future? (Any of the following initiatives/programs/activities):			
▪ Air Emissions			
▪ Energy Management			
▪ Green Purchasing			
▪ Hazardous Materials Management	50%	10%	40%
▪ Hazardous Waste Management			
▪ Pesticides			
▪ Solid Waste Management			

<ul style="list-style-type: none"> ▪ Wastewater ▪ Water Consumption ▪ Green Office ▪ Recycling materials usage ▪ Green environmental management talks/seminar/workshops 	
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Section B: Work Pressures experienced by managers and administrators in Green Environmental Initiatives

Table 1 shows the result of the work pressures experienced by managers and administrators in the adoption of green environmental initiatives at the workplace based on the mean value. The overall work pressures experienced by managers and administrators are just moderate with the mean value of 3.14.

Table 1: Mean Value of Work Pressures in Green Environmental Initiatives

Items	Mean Score	Mean Score Interpretation
1. Work overload	2.80	Moderate Pressure
2. Time pressures and deadlines	3.50	Pleasure
3. Staff shortages and turnover rates	3.42	Pleasure
4. Lack of control in work environment	3.00	Moderate Pressure
5. Long working hours	2.42	Pressure
6. Lack of consultation and communication	2.50	Pressure
7. Feeling undervalued	2.33	Pressure
8. Feeling isolated	2.87	Moderate Pressure
9. Lack of support from superiors	2.33	Pressure
10. Attending frequent meetings	3.75	Pleasure
11. Poor interpersonal relationship at work	3.50	Pleasure
12. Rate of pay	2.60	Pressure
13. Conflict between work and home/social work	3.87	Pleasure
14. Managing/supervising people	2.22	Pressure
15. Clarity of job role/job duties	3.45	Pleasure
16. Lack of power and influence	3.60	Pleasure
17. Under promotion	2.41	Pressure
18. No or little participation in decision making	3.25	Moderate Pressure
19. Having to move in order to progress the career	3.00	Moderate Pressure
20. Office politics	2.20	Pressure
21. Too much responsibility	2.15	Pressure
22. Lack of domestic support at home	3.10	Moderate Pressure
23. Taking work home	2.23	Pressure
24. Responsibility for organization	3.10	Moderate Pressure
25. Job insecurity	3.54	Pleasure
26. Over promotion – promoted beyond my competence	2.89	Moderate Pressure
27. Too little responsibility on green work	3.14	Moderate Pressure
28. Working relationships with male/female superiors	3.00	Moderate Pressure
29. Working relationships with male/female subordinates	3.45	Pleasure
30. Working relationships with male/female colleagues	3.12	Moderate Pressure
31. Business travel and staying in the hotels for green job	2.45	Pressure
Overall Work Pressures Scores	2.77	Moderate Pressure

Section C: Attitudes towards Work in Green Environmental Initiatives

Table 2 shows the level of agreement and disagreement about various work statements. It shows the overall score of mean value for attitudes towards work by managers and administrator in green environmental initiatives is 2.91 leans towards moderately agree with all the items of work attitudes at the workplace.

Table 2: Mean Value of Attitude towards Work in Green Environmental Initiatives

Items	Mean Score	Mean Score Interpretation
1. My team is very supportive of my career	3.20	Moderate Agree
2. I have to work harder than my colleagues to prove myself to top management	3.87	Agree
3. I am given the same level of counseling on professional career	2.52	Disagree
4. I am given the same opportunities to grow and develop, and to contribute to the company as colleagues at the opposite sex	3.45	Agree
5. I am primarily responsible for child care/housework responsibilities	3.89	Agree
6. My opposite sex colleagues do not like to be supervised by me	3.78	Agree
7. My other colleagues at the same level with me are treated more favorably by management	3.12	Moderate Agree
8. I would relocate to accommodate my partner's career	2.33	Disagree
9. I lack of encouragement from my superiors	3.21	Moderately Agree
10. Having children has restricted my career	2.55	Disagree
11. My colleagues are uncomfortable working with me	3.10	Moderately Agree
12. I lack confidence to apply for promotion	3.90	Agree
13. I lack social support from people at work	3.75	Agree
14. I find it difficult to be included in informal networks	3.90	Agree
15. I agree with positive discrimination in training	3.00	Moderately Agree
16. My partner's work has restricted my own career	2.29	Disagree
17. My opposite sex colleagues make a better managers than me	2.40	Disagree
Overall Attitude Towards Work	3.19	Moderately Agree

Section D: Profiles of Workaholics in Green Environmental Initiatives

The result of the profiles of workaholism based on the categories as follows:

a. Work Addiction Risk

Table 3 shows the overall score of mean value of work addition risk for managers and administrators is 3.54 with the agreement of most of the items statement.

Table 3: Mean Value of Work Addiction Risk

Items	Mean	Interpretation of Mean Score
1. I find myself doing two or three things at one time, such as eating lunch and writing memo, while taking on the telephone	3.98	Agree
2. I feel guilty when I am not working on something	3.65	Agree
3. I get very impatient when I have to wait for someone else or when something takes on long, such as slow moving lines.	3.55	Agree
4. I seem to be in hurry and racing against the clock	3.75	Agree
5. Things just never seem to move fast enough or get done fast	4.00	Agree

enough for me			
6. I spend a lot of time mentally planning and thinking about future events while turning out the here and now	4.12	Agree	
7. I get upset with myself for making even the smallest mistake	4.15	Agree	
Overall score of work addition risk	3.88	Agree	

b. Work Involvement

Table 4 shows the overall score of mean value of work involvement for managers and administrators is 3.45 indicating agreement of most of the items statement.

Table 4: Mean Value of Work Involvement

Items	Mean Score	Interpretation of Mean Score
1. When I have free time I like to relax and do nothing serious	3.56	Agree
2. I get bored and restless on vacations when I haven't anything productive to do	3.90	Agree
3. I spend my free time on projects and other activities	3.12	Moderately Agree
4. Between my job and other activities, I am involved in, I don't have much free time	3.65	Agree
5. I like to use my time constructively both on and off the job	3.80	Agree
6. I like to relax and enjoy myself as often as possible	4.20	Agree
7. I really look forward to the weekend – all fun, no work	4.75	Strongly Agree
8. Wasting time is as bad as wasting money	4.50	Strongly Agree
Overall score of work involvement	3.93	Agree

c. Joy in Working

Table 5 shows the overall score of mean value of joy in working for managers and administrators is 3.10 indicating moderate agreement to most of the items statement.

Table 4: Mean Value of Joy in Working

Items	Mean Score	Interpretation of Mean Score
1. My job is so interesting that it doesn't seem like work	1.55	Strongly Disagree
2. When I get involved in an interesting project, it's hard to describe how exhilarated I feel	3.45	Agree
3. I lose track of time when I'm engaged on a project	4.00	Agree
4. I do more work than is expected of me strictly for the fun of it	3.75	Agree
5. Most of the time my work so much that I have a hard time stopping	3.95	Agree
6. I like my work more than most people do	3.75	Agree
7. I rarely find anything enjoyable about my work	3.55	Agree
8. Sometimes when I get up in the morning I can hardly wait to get to work	3.65	Agree
9. My job is more like fun than work	1.35	Strongly Agree
Overall score of joy in working	4.07	Agree

d. Driven to Work

Table 6 shows the overall score of mean value of driven to work for managers and administrators is 3.10 indicating moderate agreement to most of the items statement.

Table 6: Mean Value of Driven to Work

Items	Mean Score	Interpretation of Mean Score
1. I seem to have an inner compulsion to work hard, a feeling that it's something I have to do whether I want to or not	4.25	Strongly Agree
2. Often feel that there's something inside me that drives me to work hard	3.75	Agree
3. It's important to me to work hard even when I want to get away from it for a while	4.00	Agree
4. I feel guilty when I take time off work	3.67	Agree
5. I feel obligated to work hard, even when it's not enjoyable	3.00	Moderately Agree
6. I often wish I weren't so committed to my work	3.00	Moderately Agree
Overall score on driven to work	3.61	Agree

e. Perfectionist

Table 7 shows the overall score of mean value of perfectionist for managers and administrators is 3.70. This means they agreed to most of the items statement.

Table 7: Mean Value of Perfectionist

Items	Mean Score	Interpretation of Mean Score
1. Most people are not as aware as I am of the need for attention to detail	4.35	Strongly Agree
2. I have a high sense of responsibility than most	4.15	Agree
3. Few people are as conscientious as I am about my job	3.22	Moderately Agree
4. Others cannot work as well as I do	3.35	Moderately Agree
Overall score on perfectionist	3.76	Agree

f. Crisis Attraction

Table 8 shows the overall score of mean value of crisis attraction for managers and administrators is 3.19 meaning that they moderately agree to most of the items statement.

Table 8: Mean Value of Crisis Attraction

Items	Mean Score	Interpretation of Mean Score
1. Without any problems there would be no excitement to the job	4.00	Strongly Agree
2. I am at my nest in a crisis	3.33	Moderately Agree
3. I find that I constantly need challenges at work	4.12	Agree
4. Crisis situations are on opportunity to show superior abilities	2.30	Disagree
Overall score on crisis attraction	3.43	Agree

g. Self-esteem

Table 9 shows the overall score of mean value of self-esteem for managers and administrators is 3.20 showing they moderately agree to most of the items statement.

Table 9: Mean Value of Self-Esteem

Items	Mean Score	Interpretation of Mean Score
1. I am able to do things as well as most other people	3.75	Agree
2. I feel I do not have much to be proud of	2.70	Moderately Agree
3. I feel that I'm a person of worth, at least on an equal level with others	4.50	Strongly Agree
4. I wish I had more respect for myself	4.30	Strongly Agree
5. I certainly feel useless at times	3.75	Agree
6. At times I think I am no good at all	2.85	Moderately Agree
7. All in all, I am inclined to feel that I am a failure	1.75	Strongly Disagree
8. I have a positive attitude toward myself	3.90	Agree
9. I feel that I have a number of good qualities	4.55	Strongly Agree
Overall score of self esteem	3.56	Agree

Section E: Symptoms on Workplace Stress

The findings on the implications of work stress to managers and administrator are presented as follows:

a. The Thought or Reasoning Symptoms

Table 10 shows the symptoms of stress in the categories of thought or reasoning symptoms of work stress by percentage. The constant worrying has the highest percentage with 65% followed by inability to concentrate with 60%. The lowest percentage is anxious or racing thoughts with 35%.

Table 10: The Thought or Reasoning Symptoms

Items	Percentage of Agreement (%)
1. Memory problems	43%
2. Inability to concentrate	60%
3. Poor judgment	55%
4. Negative attitude	52%
5. Anxious or racing thoughts	35%
6. Constant worrying	65%

b. Physical Symptoms

Table 11 shows the symptoms of stress in the categories of physical symptoms of work stress by percentage. Aches and pains has the highest percentage with 68% followed by nausea and dizziness with 45%. The lowest percentage is frequent cold with 33%.

Table 11: The Physical Symptoms

Items	Percentage of Agreement (%)
1. Aches and pains	68%
2. Diarrhea or constipation	35%
3. Nausea, dizziness	45%
4. Chest pain, rapid heartbeat	37%
5. Loss of sex drive	34%
6. Frequent cold	33%

c. Emotional Symptoms

Table 12 shows the symptoms of stress in the categories of emotional symptoms of work stress by percentage. Moodiness and instability or short temper like yelling and shouting get the highest percentage with 77% followed by depression or general unhappiness with 68%. The lowest percentage is sense of loneliness and isolation with 60%.

Table 12: The Emotional Symptoms

Items	Percentage of Agreement (%)
1. Moodiness and Instability or short temper like yelling and shouting	77%
2. Agitation, inability to relax	65%
3. Feeling overwhelmed	58%
4. Sense of loneliness and isolation	60%
5. Depression or general unhappiness	68%

d. Behavioral Symptoms

Table 13 shows the symptoms of stress in the categories of behavioral symptoms of work stress by percentage. Eating more or less get the highest percentage with 56% followed by using alcohol, cigarettes, or drug (as per prescribed by pharmacist and doctor) to relax with 40%. The lowest percentage is procrastination or neglecting responsibilities with 15%.

Table 13: The Behavioral Symptoms

Items	Percentage of Agreement (%)
1. Eating more or less	56%
2. Isolating yourself from others	25%
3. Procrastination or neglecting responsibilities	15%
4. Using alcohol, cigarettes, or drugs to relax	40%
5. Nervous habits (e.g nail biting, pacing)	34%

Discussion

Based on the findings, the manufacturing and industrial companies specifically at Bandar Baru Bangi Industrial Area, Selangor State, Malaysia should look through the issues, challenges and problems of the workplace stress specifically in order to adopt the practices of green environmental initiatives, programs and activities as to let their managers and administrators to perform at the high level of performance. The research findings gives clear signals about the impact of stress on employee health and the quality of life with the burden of work and stress that facing the managers and administrators. The following are some of the suggestions and recommendations as to overcome on the issues, problems and challenges of stress at the workplace:

1. Workplace stress

To overcome the issues of work pressures, the simplest and probably most effective method for controlling stress is through exercises. The organization should organize the “Healthy Week” activities for all staff and advise them to reduce stress by exercising. At the management level, the reduction of organizational politics and power provides career improvement opportunities for all management staff. Behavioral training aimed at helping employees change faulty assumptions they may have about their work situations, or poor habits which prevent them from reducing their stress is also recommended. Eliciting social support is

another employee-centered method for lowering stress. Employees with high levels of social support suffer less stress than employees without such support (Sauter and Murphy, 2005).

The following steps are crucial to helping companies deal with workplace stress of their employees in adoption of green environmental initiatives:

- Work overload of the employees should be emphasized based on their roles and responsibility
- Time pressures and deadlines should be reasonable
- Staff shortages and turnover rates should be taken care of by the human resource department
- Lack of control in work environment should be addressed well by the managers
- Long working hours should be handled carefully by the management
- Lack of consultation and communication can be decreased through training
- Isolation and undervalue of staff should be avoided by any means
- Lack of support from superiors must be avoided and the management should pay attention on this matter
- Attending frequent meetings can be organized through proper planning
- Poor interpersonal relationship at work must be avoided
- Conflict between work and home/social work should be resolved through counseling at the workplace
- Clarity of job role/job duties and under promotion must be discussed clearly at management level
- Office politics should be discouraged by clear career development
- Lack of domestic support at home must be handled carefully by the employees
- Working relationships with male/female superiors should be handled professionally
- Working relationships with male/female subordinates can be improved through social gathering
- Working relationships with male/female colleagues can be improved by participation in any social activities at the workplace.

2. Attitudes towards Work

- The source of the stress must be identified. The company should use information gathering techniques such as surveys and group discussions to learn what's causing stress. Such efforts have the added benefit of de-stigmatizing the issue of job stress.
- Problems should be addressed and corrective actions taken such as the employees should be given sustainable workloads. Employees should be recognized and rewarded for their performance.
- Companies should encourage a sense of community among their workforce.
- Company values should include fairness, respect, and justice for employees.
- Companies should provide meaningful and valuable work assignments for employees (Savicki, 2002).

Conclusion

Participants in this study reported having moderate levels of workplace stress. The workplace stress survey measuring the factors of contributing to stress must be expanded to all levels in the organization including lower level, middle and higher level of staff as this approach will identify the weaknesses and strength of workplace stress at various levels of staff and management.

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