THE RELATIONSHIP BETWEEN ORGANIZATIONAL ATMOSPHERE AND STRESS COPING STYLES AND PSYCHOLOGICAL WELL-BEING OF THE EMPLOYEES OF THE PRIVATE SECTOR AND THE GOVERNMENT SECTOR IN TEHRAN

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ABSTRACT:
Because of daily relationship of individuals with an organization in which they are employed, the atmosphere of the organizations has a great impact on the individuals' performance. Organizational atmosphere is closely related to the characteristics of situation of individual experience and the psychological description of the situation. This study aimed to review the relationship between organizational atmosphere and stress coping styles and psychological well-being of the employees of the private sector and the government sector in Tehran.

Methods: This study employed a correlation research design. The population included all employees in the private and governmental institutions in Tehran in 2014. The sample consisted of 200 male and female employees working in governmental and private organizations in Tehran who were selected by random sampling. To assess the variables, three questionnaires were used; organizational atmosphere, Endler and Parker's coping with stressful situation questionnaire and RIF psychological well-being questionnaire. Pearson and Spearman correlation and regression statistics were used to analyze the data.

Results: The results showed that there are significant relationships between organizational atmosphere and mental health and stress coping styles. There were significant positive relationships between stress coping styles and mental health, and organizational atmosphere and coping styles stress and mental health of employees. There were no significant difference between overall score scale of organizational atmosphere in the governmental and private sectors. Coping styles stress and psychological well-being of the governmental and private sector of employees were different. In reviewing subscales also they were shown that their mental health self-acceptance, self-determination, positive relations with others, purpose (life purpose), personal growth and mastery of the environment in the governmental and private sector of employees were different. Finally, 68% of
the psychological well-being variance in the model has been explained by organizational atmosphere and coping styles stress.

Discussion: Organizational atmosphere was effective on individual's psychological well-being and stress coping style can bring about their mental well-being. Given that psychological well-being in the individual a sense of mastery over the environment provides you can manipulate the different aspects of the environment, the quality of the working environment and increase staff efficiency.

**Keywords:** organizational atmosphere, stress coping styles, mental health, governmental and private organizations.

**INTRODUCTION**

Work represents an important role in society, and the nature and consequences of job stress have garnered significant research interest. In recent years, considerable effort has been made to elucidate the occupational stressor-strain relationship. In line with Bandura's notion of "reciprocal determinism", a reciprocal occupational stressor-strain relationship is now increasingly postulated, where variables exert mutual influences on each other over time (1).

Mental disorders are common in our industrialized society and inevitably affect the working population. Over the last few years greater attention has been focused on work-related psychopathologies due to an increasing number of studies regarding workplace bullying. An in depth analysis of their working conditions led us to the conclusion that many of these disorders were to be attributed to the workplace (2).

Today, in view of the complexity and ever-increasing changes of the society as well as the improvement of technology, stress has become a serious threat to human so that it has severely affected the physical and mental health of employees(3).

Since a lot of people's lives hours are their working hours, the atmosphere of the working environment is very important and this can affect their quality of life; individuals' Perceptions and valuations of the environment more than the environment itself affects their attitudinal and behavioral responses, so the study of the psychological atmosphere is very important (4). Managers' subjective impressions and perceptions of below, creates an atmosphere in which the working relationship occurs and managers and employees are aware of the dynamic relationships and learn how to properly response to it. From the perspective of McGregor official processes, programs and policies is interpreted on the basis of employees' perception of management atmosphere. Due to this, the organization atmosphere is more important in comparison to the administrative organization (5). James and Jones believe that personal values creates intellectual framework for the assessment of cognitive workplace. High compatibility between individual's norms and workplace, produce more power and value and more satisfied is achieved (6). According to Diener (2000), satisfaction in the workplace is not a stable and objective trait like life satisfaction but is sensitive to transient changes based on the perceptions and is considered based on the attitudes of individuals. The Interpersonal interactions is the basis for organizational atmosphere interpretation (7). In addition, organizational atmosphere, Because of business communication and different behaviors during working hours, staff dealing with stress and stressors will be different and have to deal with them because of coping styles stress (8).
Aberrant coping or lack of coping with pressure makes the staff, organization and organizational atmosphere vulnerable. Individual differences in coping with stress are an issue that should be considered in the process of Coping; the factors that are stressful for one person may not be stressful for another. Carver and her colleagues believe that coping styles are fixed and a component of their personality (9). If the person facing with stress and psychological pressure, cannot cope and be defeated inevitably will be confronted with a lack of psychological well-being. Psychological well-being is a kind of life satisfaction and is measured by aspects of autonomy (feeling of competence and the ability to manage the environment), personal growth and positive relations with others, having purpose in life, self-acceptance and dominance on the environment (5). Psychological well-being approach examines the evolution observed in the challenge of life and strongly emphasizes on human development (10).

Perbellini and et.al (2012) reported For 379 out of 449 patients/workers, a positive and causal relationship between medical disorders and working conditions was established. The mental disorders observed in these groups of workers were: mixed anxiety and depressive disorder (53.6%), depressive disorder (16.2%), adaptation disorder (15.9%), anxiety disorder (13%) and only 1.3% post-traumatic stress disorder. The working conditions favouring the mental disorders were: workplace bullying, such as person-related bullying (30.1%) and task-related bullying (14.8%), adverse situations causing work distress (38.2%) or non-specific work discomfort (16,9%)(2). A systematic literature review was conducted (1996-2012 inclusive) through a search of databases. Moderately strong evidence in support of a positive strain-to-job demands effect was found, but there was no evidence in support of either a strain-to-job control or a strain-to-workplace social support effect (1).

In Akbari, Akbari, Farasati, Mahaki (2014) study on 177 employees of Ilam prisons Job stress was highest among employees of "correction and rehabilitation center" of Ilam province followed by "Dslab vocational training center." There was no significant relationship between occupational stress and age, work experience, level of education, marital status, sex of employees, and obesity (11). Aghaei, Hasanzadeh, Mahdad, Atashpour (2010), Chen, Wong, Yu. (2009) found congruent results (3, 12).

Kumar, Kumar (2014) explored the role of workplace spirituality in moderating the relationship between occupational stress and the health of managerial personnel in India. The findings reveal that workplace spirituality moderates the negative relationship of stress and health. This exploratory study encourages future research to understand the role of spirituality in the workplace (13).

Benavides (2014) selected a representative sample of 12,024 workers at home in Costa Rica, El Salvador, Guatemala, Honduras, Nicaragua and Panama to evaluate working condition and health in central America. Two-thirds of the workforce perceive their health as being good or very good, and slightly more than half reports having good mental health (14).

Based on previous researches, this study aimed to review the importance of organizational atmosphere, and examined the relationship between organizational atmosphere and coping style with mental well-being of the governmental and private sector employees.

METHOD
This study employed a correlation research design. The population included all employees in the private and governmental institutions in Tehran in 2014. Random cluster sampling was used to achieve the required sample size; the sample size was determined 200 subjects according to Morgan sampling table in the implementation time 50 additional questionnaires was presented for consideration of the probability of return and loss. For initially sampling a list of all private and governmental institutions which were classified by the Ministry of Labor was prepared and then draw from each of the four centers was selected. Governmental sector, including Bank Mellat, the Ministry of Science and one of the military centers in Tehran, and the private sector, including Homa air line, Pars Kani, Ghadm Al-Ihsan cultural institution and social security housing development located in Tehran. For Sampling from each private and governmental institutions, a part of the organization were selected by randomized Sampling And all three questionnaires were available to those who wish to participate in the study. It should be noted that all three questionnaires completed by the participants and their supervisors if they have not had any effect on the answer. Except one cultural institution other organizations had a lot of staff in this institution ten subjects were selected and instead sampling continued from the fourth center. Three questionnaires of organizational atmosphere, coping with stressful situations Endler and Parker, and psychological well-being the RIF were used for evaluation.

Organizational atmosphere Questionnaire: has 70 questions and 14 scales that the reliability (Cronbach's alpha) for the whole test, 93% have been reported (5). Scores of items as Likert scale were scored from 1 to 7. Subscales of this test include:

- The nature of the job - career resources - core values - communication - leadership - monitoring and supervision
- Training and development - teamwork - Partnership - Notice of Approval - flexibility units work
- job satisfaction - perceptions of job performance – organization general atmosphere
- Endler & Parker coping inventory for stressful situations: was prepared by Endler and Parker in 1990 and in 1376 have been translated by Akbarzadeh which contains 48 questions that are answered in a Likert scale of 1 to 5 specified.
- The questionnaire covers three main areas in which problem-focused coping behavior, coping and avoidance. Score of each of the three coping styles is from 16 to 80 and the dominant coping style of the person will be determined by the higher score. Endler and Parker reported Cronbach's alpha coefficient for problem-focused coping style 0.92, emotion-focused coping style 0.82 and avoidance style 0.85 for male adolescents. In Iran reported Cronbach's alpha coefficient for problem-focused coping style 0.75, emotion-focused coping style 0.82 and avoidance style 0.73 (15).

Psychological Well-Being Scale: This scale was made by Reef (1989) and revised in 2002. Niknam (1384) has translated it in Iran. Scale of psychological well-being is a multi-component concept and includes six factors of self-acceptance, positive relations with others, autonomy, environmental dominance, purpose in life and personal growth. There are 14 questions each subscale and total score will be considered as psychological well-being. Subjects answers on a whole 6-point Likert (from strongly disagree= 1 to strongly agree = 6). This scale on a sample of 321 people conducted internal consistency coefficient between 86/0 to 93/0 and the reliability value scale after six weeks between 81/0 to 86/0 have been obtained (16).

RESULTS

Subjects (51/5 %) in the private centers and 97 (48/5%) of them were working in governmental centers. It should be noted that the number of questionnaires that were put at the disposal of governmental and private
organizations, were the same, but the number of questionnaires that have been returned, the private sector was higher. Given that all variables except for organizations place of employment is based on random assignment, From 200 subjects 122 subjects were men (61%) and 78 women (39%), of which 14 has high school diploma (7%), 18 associate degree (9%), 155 Bachelor degree (77.5%) and 13 patients Master degree (5/6%), respectively. The age range of participants was 20 years and which most frequent age 20-25 who make up 27% of the sample size and then in order people with 30-35 years, 25-30 years and 35 years and higher. 25% of subjects with a history of working less than 5 years make up the largest volume of work experience after 15-10 years, 5-10 years and 15-20 years, with more than 20 years and an equal number. Organizational atmosphere positive correlation with mental health staff at 0.484 and 0.001 was significant and high levels of mental health was associated with high levels of organizational atmosphere. There is a relationship between coping with stress and mental health 0/456 was significant at the level of 0/001 and high levels of stress coping styles were associated with high levels of mental health.

The next step is to evaluate the model:

**Table-1: The regression model to assess the Relationship of Organizational Atmosphere and coping with stress and psychological well-being of employees**

<table>
<thead>
<tr>
<th>Standard model</th>
<th>Mean</th>
<th>DF</th>
<th>Sum of squares</th>
<th>F</th>
<th>Significance level</th>
<th>R</th>
<th>R^2</th>
<th>Beta</th>
</tr>
</thead>
<tbody>
<tr>
<td>Fixed</td>
<td>2</td>
<td>26507.750</td>
<td>6.025</td>
<td>0.003</td>
<td>0.82</td>
<td>0.68</td>
<td>0.48</td>
<td></td>
</tr>
<tr>
<td>Organization atmosphere</td>
<td>13253.875</td>
<td>197</td>
<td>43334.405</td>
<td>0.000</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Coping with stress</td>
<td>2199.723</td>
<td>192</td>
<td>459853.155</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

According to the findings, 68% of the variance of well-being employees is explained by two variables: organizational atmosphere and coping with stress. F value obtained 6/025 with a sample of 200 subjects was significant. Therefore, it can be concluded that 68% of the variance of the dependent variable in the model, the variables predictive study are explained. Also to evaluate each of the independent variables in the model, standardized coefficient beta examined the variable organizational atmosphere and for coping with the stress of 0.484, 0.456 was obtained. The results showed no significant difference between the overall score scale organizational atmosphere in the governmental and private sectors do not exist, but coping with stress and psychological well-being of the governmental and private sector employees was different. In this study, the employees’ mental health subscales were examined that such results were achieved, self-acceptance, self-determination, positive relations with others, purpose (life purpose), personal growth and mastery of the environment in the governmental and private sector employees is different.

**Table 2. Mean differences of the study variables in government and private sectors**

<table>
<thead>
<tr>
<th>Variables</th>
<th>Work place</th>
<th>Mean</th>
<th>Standard deviation</th>
<th>Degree of freedom</th>
<th>T</th>
<th>Significance level</th>
</tr>
</thead>
</table>
CONCLUSION

This study revealed that organizational atmosphere has a positive and significant relationship and coping with stress style; According to Ghanbari study (2014), cognitive-behavioral stress management training program can be a part of interventions program in target groups and the general population are university counseling centers through increasing social, emotional and psychological well-being of students, helps increase productivity University environment(17). According to Rajabpour study (1999) the difference between the amount of general stress is significant in terms of organizational atmosphere and high schools report more stress on teachers have closed environments (low participation of members in decision-making organization) compared to the open atmosphere (participation of members in decision-making organization)(18). Benavides et al. (2014), Kumar and Kumar (2014), Tang (2014), Perbillini and colleagues (2012), Chen, Wong and Yu (2009), Aghayi, Hassanzadeh, Haddad and Atashpour (2012) in their research have concluded that positive and significant relationship between organizational atmosphere and coping styles which suggests that the better organizational atmosphere is, the more effective coping styles are(1-3, 12-14). Organizational atmosphere had a significant positive relationship with mental health employees with the findings of the Tang (2014), Shirbim, Sudani and Shafiabadi (2010), Akbari Akbari, Frasati and Mahaki (2014), Gharayi, Bahrami, Hamidi, Asgari and Tapak (2014), Garcia, Costello and
Santa Barbara (2013) is quite consistent and show a favorable organizational atmosphere can affect the working environment and staff and will be effective in mental health of subsidiaries (1, 11, 19-21).

A meta-analysis concluded that good atmosphere can improve motivation and morale and participation in decision-making, increase their creativity and innovation and as a source of supply in mental health of employees, and poor organizational atmosphere can be a major source of stress (22).

According to research findings, coping with stress and mental health employees and had a significant positive correlation. Consistent with these findings, Tang (2014), Heydari et al (2011) showed relationship between the organizational atmosphere and competition practices, there is an inverse relationship and positive relationship with mental health. Akbari Akbari, Farasati and Mahaki (2014), Machado et al. (2013) in their study concluded that there is a significant relationship between organizational atmosphere organizational commitment and positive spirit (1, 4, 11, 23).

In the integrated model of mental health, the product favorable organizational atmosphere in the workplace and coping styles stress in the workplace is suitable as a way of coping with stress, effective integrated action they deemed to be the outcome, of the Nile the subjective well-being, emotional and behavioral (1). In this regard, the research evidence available suggests that the relationship between mental healths is mentioned.

All emotion and problem-focused coping strategies have confirmed that a significant effect on the perception of better, less mental complaints, better compatibility, the increased sense of optimism and self-efficacy, reduce anxiety and depression, feelings of stress and challenging strength and flexibility and ultimately will lead to better mental health(11,21-26).

There was no statistically significant difference in the organizational atmosphere and the organizational atmosphere of governmental and private organizations were not different. This finding is consistent with the findings of Gharaeec, Bahrami, Asgari and Tapak (2011), but there were difference between the private and governmental centers on coping with stress, mental well-being and mental well-being subscales (20). These findings are consistent with the findings of Rodriguez, Vergl and Jimenez (2015), Chen, Wang and Yu (2009) (12, 25).

The findings suggest that people who work in the governmental sector use of problem-focused coping style and avoidance coping style more than those employed in the private sector. People working in the governmental sector have more role ambiguity; however, they use more problem-focused coping style. People of Private institutions have higher psychological well-being. The International Labour Organization (2001) reported that privatization, restructuring and the formation of small businesses increased unemployment, stress, alcohol, job insecurity and long hours of work and this causes psychological trauma In the work and In the private life, leading to increase the incidence of mental and physical illness(27). Considering that this study was conducted only in Tehran, for use in other cities has not enough generalizability. Subjects were only a part of the staff of governmental and private organization, so the results will not be responsive to the many uncertainties in the study. Findings of the model also have slight power of predictability and explanation of the findings.

**Conclusion**
Organizational atmosphere is no different governmental and private organizations. People working in government agencies use different coping styles. Psychological well-being is greater in people who work in government agencies. Favorable organizational atmosphere can affect the working environment and staff, and will be effective in the mental health of subsidiaries. High levels of stress coping styles were associated with high levels of mental health. Organizational atmosphere and coping styles stress and mental health, positive and significant correlations were based on the organizational atmosphere and coping styles stress can be predicted well-being.

Limitations

Employments agencies prevent from responding faithfully despite ensure the preservation of data. This study is subject to several specific organizations and its generalization about all organizations needs to be cautious. Researches to compare the results were very limited, especially in Iran.

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