

## Are Global Managers Able to Deal with Work Stress

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### Abstract

The study seeks to understand the extent to which private sector managers are responding to demands and expectations of globalization and what the sources are of their work stress. Are they equipped with the necessary skills to deal with globalization and the challenges at work? The paper also examines the degree to which the participants sampled have the characteristics which would enable them to work globally, such as how they view other people's values and how far they can adapt to new working environments? A sample of 196 managers from the private sector in the U.A.E. was involved in the study.

The study reveals that global characteristics are significantly exhibited among managers in the private sector. With broad responsibility for others, private managers consider the most important sources of work stress are role ambiguity and role overload (of a qualitative kind). Some managerial implications were proposed.

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Keywords: Work Stress, Globalization, Private Sector, U.A.E., Global Characteristics.

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### I. INTRODUCTION

Today's business managers face a rapidly changing administrative environment, flatter organizations, virtual teams, doing more with less, temporary structures, transparent management and employees with new values and life/work styles. The success of an organization depends on its human resources keeping pace with regional and global developments. There are immense challenges these days on organizations to work in non-traditional environments, in which global norms and values influence every aspect of a management domain. Working globally as regards human resources means that managers or employees need to have a global mindset and to be able to deal with the unexpected.

Globalization has presented private and public sector managers with many challenges; among these are to work better with less; the acceptance of mobility; flexible management styles; ability to adapt, cultural sensitivity and the ability to cope with the stress of working in the global environment. An organization's success or failure depends on how they meet these challenges. Change is so widespread that organizations must constantly be on the lookout for new ways of doing business. Management research shows that successful companies are those that are characterized by adaptive cultures (Kotter, 1992).

The globalization movement seems lately to be moving at a still more urgent pace. A certain rage is sweeping over us, brought about by advancements in technology and the advent of the digital age, which has collapsed geographical distances and reduced the time needed to communicate and access information to mere seconds. Moreover, with every great change, especially one as rapid as the click of a mouse, it is all too easy to forget that that it will affect and unnerve people

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accordingly. Apparently, work stress is one feature of globalization, in which future human beings are at risk of losing their jobs, of role ambiguity, role conflict and role overload, both qualitative and quantitative.

This study attempts to examine the extent to which the private sector managers in the United Arab Emirates respond to the demands and expectations of globalization. Are they able to cope with new management challenges? How ready are they to go global? What are the major sources of their work stress? What are their global characteristics? To what extent are global characteristics to be found in managers in the United Arab Emirates and how far are they related to work stress?

Specifically, this study aims to investigate managers' attitudes toward skill requirements, their adaptability and open-mindedness to foreign environments, ability to get along with people from different countries and whether they see an overseas posting as opening up a prospect for enhancing their skills and careers. The study also aims to examine the relationship between the managers' features to go global and their feelings work stress.

## **II. THEORETICAL BACKGROUND**

Broadly defined, globalization may be the essential concept, the key idea by which we understand the transition of human society into the third millennium (Waters, 2002, p. 1). Globalization represents a strategic effort to treat the world, or a significant part of it, as a single market in which to do business (Tallman and Fladmore-Lindquist, 2002). From a business or economic perspective, globalization involves complex economic networks of competition, resource supplies and product markets transcending national boundaries and circling the globe. A true multinational corporation (MNC) is a business firm which has extensive international operations in more than one foreign country. It also operates with a total world outlook and does not owe allegiance to any one national home. (Michael, 1996)

The rapid growth in information technology and electronic communication has heightened the average person's awareness of the global economy. El Sayed and Westup (2003) argue that information and communication technology has led to the formation of new and more complex networks of relations between national and global organizations. Nowadays, international news networks bring the entire world into our homes and our thoughts daily. Domestic self-sufficiency is no longer a viable option for nations or businesses. Going global is a vital requirement for today's managers and organizations.

Global organizations needs to understand the culture with its popular dimensions including, among other things, language, time orientation, the use of space and religion. Multinational employers (MNCs) head examples of global organizations with missions and strategies which are worldwide in scope, think in universal terms with no particular loyalty anywhere and enormous economic power and impact. It is now common to find a successful MNC whose revenues exceed the gross national products (GNP) of some countries.

### **Global Manager**

Who are the global managers? They are people who know how to conduct and manage business across borders. However, Micheal (1996) argues that even people based in their own countries may be considered global managers if they conduct

international business. Stay-at-home international managers play a vital role in today's organizations but unfortunately are often neglected.

An ability to adapt well to different business environments is a basic attribute which global managers need. They should also be able to respect different beliefs, solve problems quickly in new circumstances, communicate well with other people from different cultures, speak more than one language, understand different government and political systems convey respect and enthusiasm when dealing with others and possess high technical expertise in their work (Schermerhorn and Osborn, 2003, p. 43). Another interesting question is "can women managers cover global concerns in conservative societies, such as the U.A.E.?" It is more difficult for Asian women to do so than for their Western counterparts (Hebard, 1996).

Multicultural workforces are also a part of the global business. Thus, a global manager should know the best way to deal with a multicultural workforce, since the styles of leadership, motivation, decision making, planning, organizing, leading and control vary from country to country.

The challenges of managing across cultures, however, are not limited to international operations. In this connection, a new term has been coined—domestic multiculturalism, which describes cultural diversity within a given national population. Global managers need the skills to deal with expatriate workers. Basically, these workers must undergo three phases of adjustment to the new country. First comes the tourist stage, in which they enjoy discovering the new culture; second is the disillusionment stage, in which their mood becomes more depressed as difficulties become more evident. Typical problems include conversing well in the local language and obtaining personal products and favorite food supplies. Third, expatriates will experience the stage of culture shock. Here confusion, disorientation and frustration with the ways of the local culture and living in the foreign environment set in.

Are there any widespread standards for assessing managers' ability to work globally? Barkema and others (2002) argue that one of the main challenges for organizations in the early 21<sup>st</sup> century is managing diversity. Another requirement is to have so-called "social intelligence", which is defined by Gardner (1985) as the ability to notice and make distinctions among individuals, in particular their moods, temperaments, motivations and intentions. It is also defined as "the ability to monitor one's own and others' feelings and emotions to discriminate between them and to use this information to guide one's thinking and actions" (Salovey and Mayer, 1990, p. 189). Furthermore, to work globally, business leaders or managers need to be strategic in their thinking. Strategic leadership involves the capacity to learn, the capacity to change and managerial wisdom. According to Rhinesmith (1992), global managers need a global mindset and are able to trust organizational processes rather than structure to deal with the unexpected; they value diversity and multicultural teamwork; their views change as with experience; and they are comfortable with surprises and ambiguity. With the current state of the technology, they must be able to deal with teamwork, which can be in the form of virtual teams and therefore they are required to have communication and computer skills (Pauleen, 2003).

According to Callahan (1989), assigning people to manage an international project involves the need for them to have worldwide networks and contacts. Since they need to work with companies and executives from other cultures, they should understand cultural dynamics. In addition, according to Wilcox (1989), global managers who want to ensure their business success during the next 20 years need to master foreign languages.

The process of internationalization can be implemented gradually, involving a number of stages (Bilkey and Tesar, 1977; Cavusgil, 1980; Johanson and Vahlne, 1977). Alternatively, it can be done quickly through various means, including “international new ventures (McDougall, Shane and Oviatt, 1994), “born globals” (Knight, 1997; Knight and Cavusgil, 1996; and Madsen and Servais, 1997), “global startups” (Oviatt and MacDougall, 1994) and “instant international” (Preece, Miles and Baetz, 1999).

### **Work Stress**

According to Ivancivich (2001) and Hebard (1996), international managers require technical skills, a well-adjusted family situation, support of the spouse, a strong desire to go overseas, overseas experience, specific knowledge of world cultures, academic standing, good language skills, knowledge of home culture, behavioural flexibility, an open mind, good relational ability and good stress management skills.

Work stress is, however, a global problem for managers and other employees of different organizations; it is top of the agenda of many government agencies nowadays, due to its financial and psychological repercussions on employees and employment. A number of factors are entailed in the study of stress; for example, the multi-dimensionality of the subject, the definition of stress, the direct relationship between stress and behaviour and the increasing negative effects of stress on work productivity. Moreover, the demands for more studies on different aspects of occupational stress, such as the conceptualization of job stress, are continually needed (Beehr and Newman, 1998). Stress can influence individual behaviour either negatively or positively. Many researchers, for example, Spielberger (1979), believe that work stress is one of the most important factors affecting productivity because of the direct relationship between individual behaviour and the stress experienced. However, as stress is multidimensional, there is often confusion about the meaning of the term. Beeher and Newman (1978) define work stress as “a condition arising from the interaction of people and their jobs and characterized by changes within people that force them to deviate from their normal functioning.”

The sources of work stress are, however, varied and numerous and can be classified according to different dimensions, namely, social (family problems or bereavement), financial and psychological; and sources related to work such as losing one's job, role ambiguity, role conflict, role overload (qualitative), role overload (quantitative), career development and responsibility for other people.

The multi-dimensionality of stress is evident from the fact that it takes different forms and is studied under different disciplines, such as Clinical and Applied Psychology, Anthropology, Sociology, Psychosomatic Medicine, Industrial Relations and Epidemiology. Therefore, the study of stress may involve a multi-disciplinary field. Stress is a practical problem with increasing negative effects, such as increased staff turnover (Maslach and Jackson, 1981; Matteson and Ivancivich, 1987), absenteeism (Warshow, 1979) and negatively effects on productivity and employee health (Cooper and Payne, 1988). Work stress is a major factor influencing the performance of the individual because it affects human functioning in emotional, mental, behavioural and physiological ways (Arroba and James, 1987). Kinney (1995) documents biological changes affecting how we think and behave, while Spielberger (1979) believes that work stress is one of the most important factors affecting productivity in any organization.

According to Deneen (1998), the proportion of employees who feel "highly stressed" increased more than two-fold from 1985 to 1990 and cost the US economy US\$200 billion in lost days of work, lost productivity, job-related injuries and medical claims. On-the-job stress, as Turner (1998) states, ranges from severely traumatic experiences, such as fire or bombings, to injury or violence at work. Recent studies have shown that the cost of work stress cost has considerably increased in financial terms (Spielberger and Reheiser, 1995; Golembiewski et al., 1998; Levy, 1998), costing American organizations alone about \$60 billion annually (Matteson and Ivancivich, 1987; Richardson and Larsen, 1997). In the 1990s, the United Nations labelled work stress "the 20th-century disease" (Krohe, 1999). The U.S. National Institute for Occupational Safety and Health states that 'stress-related disorders are fast becoming the most prevalent reason for worker disability'. For its part, the World Health Organization calls work stress a "worldwide epidemic."

Arntz (1999) found that 83 to 92 percent of the people in the US were not happy with their jobs. This is reflected in the more than \$150 billion each year lost by businesses to absenteeism, lowered productivity, staggering medical insurance costs and the rehiring and retraining of workers.

Aldred (1998) presents a survey of the British TUC's legal services, which shows that unions won compensation of £301 million (US \$503.5 million) for their members in 1997, taking their total compensation won for workplace injuries and occupational illness to £1.5 billion (US \$2.5 billion) in the past five years. The 1998 survey covered January to December 1997 and was based on responses from 39 unions, representing 96% of union membership in the United Kingdom. Stress cases have continued to increase, topping the list of reasons for non-performance for the fourth consecutive year, with 22% of unions reporting an increase in stress cases among their members.

### **Business in the UAE**

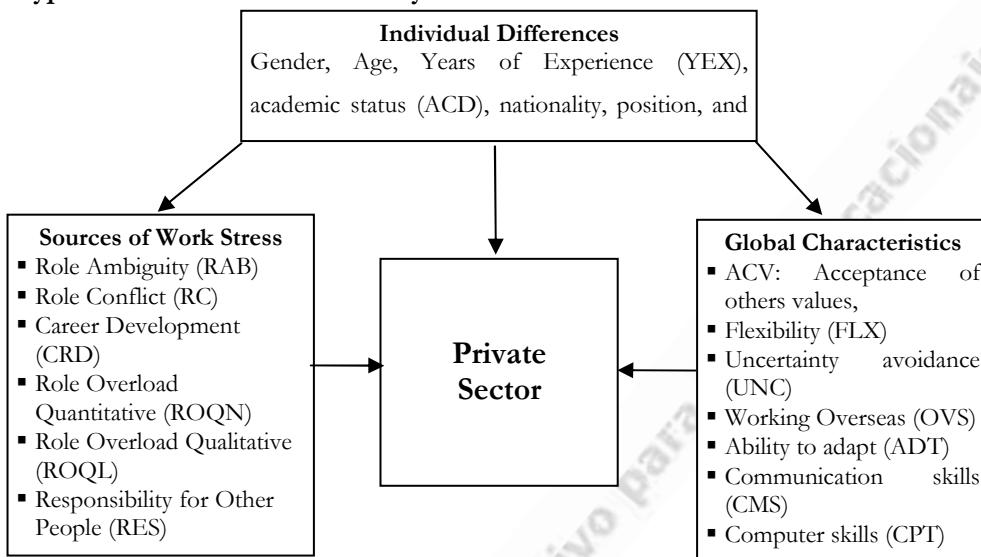
According to Al-Shaikh (2001), the United Arab Emirate has a multi-cultural business environment. The workforce in the country comes from almost every corner of the world. There are more than 160 (according to the Ministry of Labor in 2006, there were 202) nationalities working in the UAE. Economic and business conditions in the country are liberal and have encouraged many companies to open offices in the UAE. In particular, the Dubai business environment has attracted many multinational companies to locate in the city, which is the most dynamic in the Middle East.

As a result, the demographic factor is considered to be a major challenge to UAE policy makers and to the citizens of the UAE. Local citizens constitute no more than 24% of the total population (according to the 1995 census) with a 6% annual growth for locals and 23% for non-locals. The UAE population is made up of more than 200 different nationalities and the society is a combination of a great variety of cultures and values. UAE nationals are the largest minority in the country. The need for social development and a modern infrastructure, coupled with the promise of huge financial rewards, has attracted and encouraged many people to come to the UAE. Given the shortage of skilled and semi-skilled local manpower to carry out huge development projects, reliance on foreign labor has been inevitable.

The challenge of dealing with this complicated social network inside so many organizations has had a direct substantial effect on the nature and scope of the administrative system in the public and private sectors of the UAE, specifically for the

managers. This unusual situation may be regarded as something which impels writers to study and assess work stress among managers and assess how ready they are to face the challenge of globalization.

**Figure 1**  
**Hypothesized Model of the Study**



The model represents the hypothesized relationship between a set of work stress sources (role ambiguity, role conflict, career development, role overload (quantitative), role overload (qualitative) and responsibility for other people) and a set of coping strategies (flexibility, acceptance of others' values, uncertainty avoidance, working overseas, ability to adapt, communication skills and computer skills). Additionally, the model shows how demographic factors such as gender, age, experience, educational level, position, nationality and marital status, influence the sources of work stress and managers' global characteristics.

This study aims to answer the following questions: is there a significant relationship between the global characteristics of managers in the UAE and the sources of their workplace stress? Is there a significant relationship between managers' ability to take on global responsibilities and the degree to which they feel under stress at work and is there a significant relationship between managers' ability to take on global responsibilities and their personal differences?

### III. RESEARCH METHODOLOGY

The study investigated the availability of a set of characteristics and skills, divided into two sets; characteristics of global managers (acceptance of other people's values, flexibility, uncertainty avoidance, working overseas, ability to adapt, communication skills and computer skills) and sources of stress at work (role ambiguity, role conflict, career development, role overload (quantitative), role overload (qualitative) and responsibility for other people). A questionnaire which contained three parts and 60 statements by which to assess the managers' readiness to take on global responsibilities and sources of stress at work was used in this research.

Using a 5-point Likert-type scale (allowing a range from “strongly disagree,” at one end to “strongly agree,” at the other end), the respondents were asked to respond to each of the statements by indicating whether they agreed or disagreed with them. The respondents were managers working in the private sector in the UAE. The questionnaire also captured some demographic data of the respondents (age, academic status, years of experience, marital status, gender, position and nationality).

### **Reliability Analysis**

Reliability analysis of the study reports a high Reliability Coefficients Alpha, as shown in Table (1). Cronbach's Alpha among the investigated variables scores ranged from (0.891), the highest reliability level for uncertainty avoidance, to (0.638) for the ability to adapt. An exceptional score was recorded for the case of computer skills (0.404). The other reliability tests are statistically acceptable.

**Table 1**  
**Reliability Statistics for the Tool of the Study**

Variable	Cronbach's Alpha	N. of Items
Acceptance of others' values	0.718	4
Flexibility	0.707	4
Uncertainty avoidance	0.891	5
Working overseas	0.669	4
Ability to adapt	0.638	4
Communication skills	0.649	4
Computer skills	0.404	4
Role ambiguity	0.886	5
Role conflict	0.833	5
Role overload quantitative	0.734	5
Role overload qualitative	0.779	5
Career development	0.863	5
Responsibility for others	0.708	5

### **The Study Sample**

Data were collected through a questionnaire distributed to a convenient sample in the seven different Emirates in the UAE. It was difficult to determine the sample frame because there is no clear list of organizations working in the UAE. It should be noted that this is a common problem in Arab countries (Abou Aish, 2001; Elbanna & Child, forthcoming). A total of 98 different organizations were covered in the operation and the questionnaires were delivered to one or more managers in each organization. A total of 196 people participated in the study.

Table (2) presents the respondent's profile; middle managers represent 51% of the sample members, while the other positions are similar. A look at the age (normally people between 35 and 45 years old will be in middle-level positions) and experience of the respondents will support such results, which indicate that a new generation with an ambitious vision is beginning to support the leadership in private organizations in the UAE. The respondents were chosen from different emirates, which are varied in size, wealth, population and business opportunities.

Forty percent of the participants were locals, which are considered a strong positive indicator for the expected future development in the UAE business, and

seventy-five percent of the respondents were male. Levels of education ranged from secondary to the postgraduate. Sample ages ranged from 25 to more than 40 years. The overwhelming majority speaks English. Respondents' work experience ranged from three years to more than 12 years (33% of respondents). In the last decade, the diversity of the business work-force greatly increased because of the new global era which requires new skills (English and computer skills), new knowledge and the entry of more people of different origins.

**Table 2**  
**Respondents Profile (N=196)**

	Category	Frequency	Percent
<b>Position</b>	Low	48	24.5
	Med	100	51.0
	Top	48	24.5
<b>Age</b>	< 25 years	14	7.1
	25-29 years	37	18.9
	30-34 years	47	24.0
	35-39 years	39	19.9
	> 40 years	59	30.1
<b>Education</b>	< Secondary School	8	4.1
	Secondary School	19	9.7
	Diploma (college) (1 <sup>st</sup> degree)	45	23.0
	Master	84	42.9
	PhD	40	20.4
		0	
<b>Experience</b>	< 3 years	24	12.2
	4-6 years	41	20.9
	7-9 years	29	14.8
	10-12 years	37	18.9
	> 12 years	65	33.2
<b>Marital status</b>	Single	63	31.1
	Married	122	62.2
	WI /DIV	11	5.6
<b>Gender</b>	Male	148	75.5
	Female	48	24.5
<b>Nationality</b>	Emirates	79	40.3
	Egyptian	40	20.4
	Jordanian	24	12.2
	Lebanese	19	9.7
	Palestinian	7	3.6
	Iranian	3	1.5
	Tunisia	2	1.0
	Syrian	9	4.6
	Sudanese	10	5.1
	Iraqi	2	1.0
<b>Language</b>	Yemen	1	.5
	English	110	56.1
	French	6	3.1
	Arabic	17	8.7
	Mother	25	12.8
	Other	38	19.4
	<b>TOTAL</b>	<b>196</b>	<b>100.0</b>

#### **IV. RESULTS ANALYSIS**

The results of this study were based on the statistical analysis of the relationships between the study variables. The results of the demographic variables analysis, ranking the relative importance of the courses of work stress and ranking global characteristics that rely on using frequencies, mean and standard deviation, will help to answer the third question. Analyzing the results of the relationships among other variables, this was done using the Pearson and Spearman correlation and Cross tab and factor analysis, will help to answer questions.

Correlation analysis reveals a significant relationship between the dependent and independent variables. Table (3) shows a significant relationship between dependent and independent variables. Role ambiguity has a significant relationship with all global characteristics, except adaptability and computer skills. The prerequisites of dealing globally are the ability to understand different cultures and norms and utilize it to promote business.

Managers in private sector organizations clearly defined their roles, objectives and targets especially in the UAE business environment, which require a high level of clarity in all types of business. Each employee is assigned duties according to the hiring contract which specifically explains in detail every single task s/he must carry out. The existence of role ambiguity in performing duties and responsibilities reduces managers' control in managing international organizations and will not help them to interact and use their competencies in difficult situations.

Role overload (quantitative) as a source of work stress is not related significantly to any of the global managers' characteristics, which indicates that the amount of work is not an essential factor influencing the ability to be a global manager and the nature (quality) of the work is more important. Additionally, the element of Factor 1 measures the same contents as are included in the study assumptions, except the case of responsibility for others. The respondents considered role conflict, acceptance of responsibility and career development as related essential attributes of a global manager. In contrast, according to Maxine et al. (2000), global managers must have the flexibility to play their managerial roles differently when dealing with different cultures and to cope with the associated stress and pressure.

Initially, the study assumed that responsibility for others was a source of work stress; the results indicate also it should be a requirement for global managers. The percent of variance revealed that the first factor can explain 33% of the variance among the variables and the total contribution of the three factors is 60% of the total variation. The results help to answer the first question: whether there is a significant relationship between the manager's ability to take on global responsibilities and their feeling of being under stress at work, where most of the work stress sources related significantly to the global characteristics.

**Table 3**  
**Pearson Correlation Table Analysis Results**

		ACV	FLX	UCV	OVS	ADT	CMS	CPT
RAM	Pearson	-.316(**)	-.219(**)	-.433(**)	-.152(*)	-.130	-.331(**)	-.056
	Sig.	.000	.002	.000	.034	.070	.000	.434
RC	Pearson	-.244(**)	-.113	-.349(**)	-.089	-.097	-.333(**)	.086
	Sig.	.001	.115	.000	.216	.177	.000	.230
ROQN	Pearson	-.033	-.038	-.031	.036	.035	-.093	.089
	Sig.	.649	.594	.665	.612	.625	.196	.214
ROQLL	Pearson	-.272(**)	-.170(*)	-.272(**)	-.041	-.069	-.163(*)	-.034
	Sig.	.000	.017	.000	.564	.335	.023	.639
CRD	Pearson	-.319(**)	-.237(**)	-.425(**)	-.111	-.107	-.321(**)	.015
	Sig.	.000	.001	.000	.121	.136	.000	.840
RES	Pearson	-.261(**)	-.095	-.228(**)	-.182(*)	-.309(**)	-.048	-.237(**)
	Sig.	.000	.184	.001	.011	.000	.502	.001
		N	196	196	196	196	196	196
Acceptance of others values (ACV)		Role Ambiguity (RAB)						
Flexibility (FLX)		Role Conflict (RC)						
Uncertainty avoidance (UNC)		Career Development (CRD)						
Working Overseas (OVS)		Role Overload Quantitative (ROQN)						
Ability to adapt (ADT)		Role Overload Qualitative (ROQL)						
Communication skills (CMS)		Responsibility for Other People (RES)						
Computer skills (CPT)								

\*\* Correlation is significant at the 0.01 level (2-tailed). \* Correlation is significant at the 0.05 level (2-tailed).

The study showed that the characteristics of the global managers in the UAE who were investigated were exhibited at medium to high levels. Table (4) revealed that Uncertainty avoidance scored the maximum average, with 3.6, and a standard deviation of 1.07. It appears from Table (4) that respondents considered uncertainty avoidance as the most essential characteristic of a global manager, which suggests that private managers are aware of the main features of globalization. Nothing of the future in a huge new and highly dynamic business environment such as that of the UAE is particularly clear; managers need to work hard to anticipate future changes so as to avoid uncertainty to achieve the organizational objectives. Surprisingly, Computer skills scored the minimum average, 2.9, and standard deviation of 0.597 although it regarded obligatory in business these days. Most people in the sample were top managers; most of them do not perform clerical or daily office work, so they need computer skills to a lesser degree.

The UAE business environment includes more than 200 nationalities, so any effective manager needs to communicate effectively with varied workforce and also with diversity among customers; communication skills took second place with a high average of 3.58.

**Table 4**  
**Global Managers Characteristics in Ascending Order**

Characteristic	Mean	Std. Deviation
Uncertainty avoidance	3.62	1.07
Communication skills	3.58	0.74
Acceptance of others values	3.17	0.74
Flexibility	3.12	0.68
Working overseas	2.92	0.65
Ability to adapt	2.91	0.61
Computer skills	2.88	0.60
<b>Total average</b>	<b>3.17</b>	

Work stress sources for the UAE managers are presented in Table (5). The table shows that responsibility for others scores the highest level as a source for work stress while career development comes last with an average of 2.98. The business situation in the UAE forces managers to deal with many nationalities, which obliges them to develop certain managerial communication skills to accommodate the diversity. Furthermore, the labor law in the UAE pays substantial attention to labor rights and safety, which creates other challenges for business managers. Some of the organization members are working in the UAE for the first time, which requires the manager to provide them with necessary skills and knowledge to perform their duties efficiently and to keep updating their knowledge and skills as required in the huge dynamic business environment of the UAE.

Role ambiguity is considered to be a source of medium level stress at work this source scored an average of 3.19. According to the results presented in Table (5), where the total average scored is 3.11, the business manager respondents suffered from a medium level of work stress, which may be considered an encouraging indicator of management atmosphere in this sector. The optimum stress occurs at the top of the curve where health and performance are the highest. The findings of some researchers, such as Selye (1980), the Modern Business Report (1975), Connolly (1992), Pettinger (1994) and Girdano et al. (1993), confirm the result of the present study that some level of work stress may be necessary to increase productivity.

**Table 5**  
**Work Stress Sources in Descending Order**

Work stress sources	Mean	Std. Deviation
Responsibility for others	3.26	0.66
Role ambiguity	3.19	0.96
Role overload qualitative	3.13	0.75
Role conflict	3.08	0.85
Role overload quantitative	3.03	0.62
Career development	2.98	0.89
<b>Total average</b>	<b>3.11</b>	

The results in Tables 4 and 5 reveal that even though UAE managers are generally characterized as having global characteristics, they still feel medium levels of stress at work. The results contribute well to answering the second question, that if there is a significant relationship between the UAE managers' potential to take on

global responsibilities and their feeling of being under stress at work, the managers were characterized as having global features even though they still felt a medium degree of work stress. There is no contradiction, according to Ivancivich (2001) and Hebard (1996), since global managers need good stress management skills.

Factor analysis results in Table (6) provide more information to explain the importance of the investigated variables and the relationships between these variables. The analysis strategy performed is Varimax with Kaiser as a normalization rotation method with a rotation converged in five iterations. The first component includes only five sources of work stress with a strong influence of role-overload (qualitative). Responsibility for others is inserted in the third component while the second component includes only the following global characteristics: Acceptance of other people's values, Uncertainty avoidance and Communication skills. The global characteristics correlated with each other in two components, which indicate for the existence of a stronger relationship between these variables.

Factor analysis results, which show a close relationship between sets of sources of stress at work and between a set of global manager characteristics, is on the same lines as the previous mentioned studies in current research, such as Schermerhorn and Osborn (2003), Callahan (1989), Wilcox (1989), Ivancivich (2001) and Beehr and Newman (1998).

**Table 6**  
**Factor Analysis Results**

Variables	Component		
	1	2	3
Acceptance of others values		0.621	
Flexibility			
Uncertainty avoidance		0.815	
Working overseas			
Ability to adapt			0.728
Communication skills		0.818	
Computer skills			0.741
Role ambiguity	0.813		
Role conflict	0.798		
Role overload quantitative	0.720		
Role overload qualitative	0.853		
Career development	0.762		
Responsibility for other people			-0.631
<b>% of Variance</b>	32.960	17.782	9.298
<b>Cumulative %</b>	32.960	50.742	60.040

The relationships between the sample profiles and the other variables are illustrated in Table (7). In terms of the relationship between the sample members' individual differences and the global managers' characteristics, the analysis results revealed a significant positive relationship between uncertainty avoidance and academic status; the managers with high academic qualifications are more able to deal with uncertainty situations, due to their wide knowledge and experience. Flexibility relates significantly to position, age, academic status, years of experience and marital

status. To be a flexible and global manager, one needs to be endowed with distinguished characteristics; position, age, etc. are important factors fostering managers' flexibility.

The variable "working overseas", related significantly to position, academic status, nationality, marital status and gender. Top-level managers are not so keen to work overseas as are middle and lower level managers; it seems that they felt satisfied with their accumulated experience nationally and internationally. Adaptability related significantly to age'; it could be logically inferred that older people are more able to adapt to different working environments, due to their experience and knowledge. Communication skills related significantly to position, age, academic status, years of experience and marital status.

The work stress sources related significantly to the respondents' personal differences as follows: role-overload (qualitative) related significantly with position, according to Schermerhorn and Osborn, (2003), managers being required to perform more tasks for long working hours on all week days and to be on standby in their vacations.

Role ambiguity related significantly to position, academic status and marital status, while career development related significantly only to academic status. Responsibility for others related significantly to academic status, nationality and marital status. Managers of high rank feel less when it comes to responsibility for others, because their major task is to deal with organizational strategic matters more than dealing with people; dealing with people is more a feature of managerial posts at other levels. Generally, the above result does not contradict with the correlation analysis.

**Table 7**  
**Spearman Correlation Table Analysis Results**

		POS	Age	ACD	YEX	NAT	MRT	Gender
<b>ACV</b>	Coefficient	-.041	-.010	.137	.027	.040	.072	-.009
	Sig. (2-tailed)	.572	.887	.055	.706	.581	.314	.897
<b>UNC</b>	Coefficient	-.027	-.008	.149(*)	.075	-.039	.022	-.005
	Sig. (2-tailed)	.709	.915	.038	.297	.585	.760	.947
<b>FLX</b>	Coefficient	-.142(*)	.148(*)	.244(**)	.207(**)	.114	.181(*)	-.064
	Sig. (2-tailed)	.047	.038	.001	.004	.111	.011	.371
<b>OVS</b>	Coefficient	-.225(**)	.071	.186(**)	.125	.199(**)	.185(**)	-.192(**)
	Sig. (2-tailed)	.002	.324	.009	.082	.005	.009	.007
<b>ADT</b>	Coefficient	-.095	-.165(*)	.028	-.093	-.127	.105	-.072
	Sig. (2-tailed)	.184	.021	.692	.196	.076	.141	.316
<b>CMS</b>	Coefficient	-.265(**)	.169(*)	.204(**)	.248(**)	.130	.204(**)	-.115
	Sig. (2-tailed)	.000	.018	.004	.000	.070	.004	.110
<b>CPT</b>	Coefficient	.086	-.112	.023	-.082	-.110	.007	-.078
	Sig. (2-tailed)	.232	.119	.752	.250	.125	.923	.276
<b>RAB</b>	Coefficient	.232(**)	-.065	-.245(**)	-.109	-.106	-.166(*)	.105
	Sig. (2-tailed)	.001	.364	.001	.127	.139	.020	.145
<b>RC</b>	Coefficient	.208(**)	-.039	-.245(**)	-.077	-.057	-.155(*)	.063
	Sig. (2-tailed)	.003	.588	.001	.281	.426	.030	.381

**Table 7 (continued)**

		<b>POS</b>	<b>Age</b>	<b>ACD</b>	<b>YEX</b>	<b>NAT</b>	<b>MRT</b>	<b>Gender</b>
<b>ROQL</b>	Coefficient	.145(*)	-.040	-.075	.012	-.031	.046	-.093
	Sig. (2-tailed)	.043	.581	.298	.863	.669	.522	.194
<b>ROQN</b>	Coefficient	.119	.004	-.137	.016	-.066	-.059	-.106
	Sig. (2-tailed)	.096	.955	.056	.822	.358	.413	.141
<b>CRD</b>	Coefficient	.107	-.032	-.170(*)	-.040	-.131	-.113	.051
	Sig. (2-tailed)	.135	.656	.017	.577	.068	.116	.481
<b>RES</b>	Coefficient	.006	.000	-.249(**)	-.043	.146(*)	-.144(*)	.042
	Sig. (2-tailed)	.929	.996	.000	.547	.041	.044	.559

Years of Experience (YEX) Academic status (ACD) Nationality (NAT) Position (POS) Marital Status (MIS)

\*\* Correlation is significant at the 0.01 level (2-tailed). \* Correlation is significant at the 0.05 level (2-tailed).

Additional information was revealed in Table (8). The table shows the Crosstab Descriptive analysis for the sample members' profile and the dependent variables. The table reveals that most of the middle level managers reported a high level of uncertainty avoidance and communication skills and reported medium levels in the other characteristics. The responsibilities and challenges of the middle level managers require them to communicate effectively with the internal and external environment. In terms of sources of stress at work, the middle level managers reported a high level of feeling stress due to role ambiguity and a medium level as regards the other sources of stress. According to Robbins and Coulter (2003, p.11), middle managers' performing roles deal with the external and internal environment, which requires a high level of role clarity. Middle manager's responsibilities in most organizations bear the burden of performing different roles, which may lead to role ambiguity.

Managers of the age category "more than 40 years" felt stress from all sources of stress at work to a medium and low level except the case of role ambiguity and show a high level of global ability with uncertainty avoidance and communication skills. Uncertainty avoidance is a main characteristic of the remaining majority of the respondents' profiles.

**Table 8****Cross Tab Descriptive Analysis for the Sample Members Profile and the Dependent Variables**

	<b>POS Middle</b>		<b>Age &gt; 40</b>		<b>ACD Bach</b>		<b>YEX &gt; 12</b>	
	%	level	%	level	%	level	%	level
<b>ACV</b>	63	2	59	2	71	2	57	2
<b>FLX</b>	58	2	61	2	58	2	66	2
<b>UNC</b>	69	3	72	3	91	3	75	3
<b>OVS</b>	69	2	71	2	72	2	68	2
<b>ADT</b>	72	2	72	2	82	2	72	2
<b>CMS</b>	60	3	76	3	84	3	75	3
<b>CPT</b>	79	2	78	2	86	2	79	2
<b>RAB</b>	44	3	32	3	37	2	40	3
<b>RC</b>	41	2	37	1	42	1	37	3
<b>ROQN</b>	59	2	57	2	52	2	54	2
<b>ROQL</b>	52	2	45	2	50	2	45	2
<b>CRD</b>	38	2	37	1	47	1	45	1
<b>RES</b>	54	2	55	2	56	2	45	2

**Table 8 (continued)**

	NAT Emir		MRT Married		Gender Male	
	%	level	%	level	%	level
<b>ACV</b>	61	2	61	2	62	2
<b>FLX</b>	73	3	66	2	68	2
<b>UNC</b>	68	2	80	3	68	3
<b>OVS</b>	76	2	66	2	65	2
<b>ADT</b>	76	2	75	2	72	2
<b>CMS</b>	58	3	76	2	62	3
<b>CPT</b>	84	2	79	2	75	2
<b>RAB</b>	41	3	34	2	39	3
<b>RC</b>	42	2	38	1	35	2
<b>ROQN</b>	52	2	53	2	57	2
<b>ROQL</b>	62	2	47	2	49	2
<b>CRD</b>	39	3	42	1	35	1,2
<b>RES</b>	63	1	53	2	55	2

## V. CONCLUSIONS

The present study explored a new relationship in global business; the relevant previous literature is too sparse and inaccessible. Many managers could not respond to the questionnaire upon which it is based, for a variety of reasons: the most frequently met one was they could not spare part of their time. Another difficulty was to determine the sample population.

This study of work stress and its relationship with the global characteristics of business managers in the United Arab Emirates sheds some light on a constantly neglected subject in Arabic management studies. Understanding the work situations of employees contributes to the well-being of both organizations and society. It is essential in the United Arab Emirates' business and public sectors to recognize the importance of global characteristics in managers, since the country has recently made global trade agreements both with the US and with EU countries, which will expose its human resources to well established, developed and competent sectors.

In this paper, we have shown that the UAE business managers have proven to be equipped with the needed management global skills; among them was uncertainty avoidance, communication skills and the acceptance of other people's values; these were due to the unique business environment of the United Arab Emirates, which accommodates so many segments of the world's population. Accordingly, these global cultures and values represented in the UAE business environment enable its workers to be open-minded and tolerant to foreign values. The business organizations can perform their activities and make investments in the UAE without feeling worried about the problems of the workforce (leaders and employees) problems. The availability of qualified global and able managers to run their global business is considered an attraction to foreign firms.

## VI. RECOMMENDATIONS AND MANAGERIAL IMPLICATIONS

The study focuses on the UAE business environment, but future studies could go further by investigating the Arabic Gulf business environment, or even the

business environment of the entire Arab world. Moreover, other variables can seriously influence the global abilities of the business managers. Other researchers may find it worthwhile to consider the subject in the Arabic or the international environment. Human resource development authorities in the UAE and the Gulf Countries and colleges of business and economics can use the study results to set future development plans and curricula to ensure that future employees have the ability to meet future global requirements and specifically the requirements of leaders.

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