Role Stress Measure, Methods of Coping with Stress, and Job Performance: An Exploratory Study

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Workplace stress is a growing concern for human resource managers. Although considerable scholarly and practical attention has been devoted to stress management over the years, the time has come for new perspectives and research. An extensive review serves as a foundation for managers and researchers to better understand the unique challenges of managing hospitality organizations. Drawing from the emerging field of positive organizational behavior, this study offers research findings with implications for combating occupational stress, role stress in specific. This paper examines the effects of role stress and methods of coping with stress on job performance among Egyptian supervisors working in 5 and 4 stars hotels in Egypt. Research data is collected through a questionnaire distributed to 780 supervisors. Data from a large sample of supervisors across the hospitality industry in Egypt suggest that the type of role stress and the methods of coping with stress may be a key to better understanding the variation in perceived job performance. The article concludes with practical strategies aimed at leveraging and developing supervisors' cognitive and emotional /psychological capital to help them better cope with role stress that consequently lead to outstanding job performance.

INTRODUCTION

There is an increasing concern about job stress in developing countries. Job stress has been related to organization's problems such as absenteeism, turnover, poor job performance, accidents and errors (Williams et al., 2001). Furthermore, globalization caused an increasing employment of expatriates in foreign countries, and interaction among diverse cultures. Moreover, global communication networks including satellite, Internet and wireless technology, cell phones, video conferencing bring new work styles.

Stress is an integral part of all aspects of an individual's life. In the workplace, as in other areas, stress can play a positive role by increasing alertness among staff and mobilizing their adaptive capabilities. To some extent, therefore, a certain level of stress has the potential to actually contribute to organizational effectiveness. However, stress can become counterproductive once excessive levels of unresolved stress begin to affect the health and productivity of the workforce. Employers in any setting therefore have both commercial and moral reasons for being sensitive to the incidence of stress and developing management approaches for controlling it. This is particularly so in industries such as the hotel industry, which are both labor intensive and dependent upon face to face contact with guests in the delivery of services.

Despite the wide management interest, Job stress in the hotel industry has been little investigated. In addition, in hospitality and tourism academia, little attention is given to methods of coping with stress and job performance.

Chiang et al. (2010) investigated the relationships among job stressors, coping resources, and job stress. Data were collected from 255 food service employees in the hotel and catering industry. Hierarchical regression showed main significant effects of job demands and job control and three-way (job demands × job control × work-life balance practices) interactions on job stress. The results further demonstrated that high job demands coupled with low job control and the availability of work-life balance practices resulted in a higher level of stress.

Emotional exhaustion is a type of high level of stress and burnout is a state of mental weariness. It is an important issue for hospitality organizations because customer contact employees and hospitality managers function in an environment that is particularly susceptible to the creation of the antecedents of burnout. Further, emotional exhaustion itself is costly to hospitality organizations and individuals because it has been shown to result in depersonalization, detachment, decreased service quality and job performance, and increased turnover. O'Neill and Xiao study (2010) found out that emotional exhaustion of hotel supervisors and managers is a function of job, organizational characteristics, and also personality characteristics. This study analyzes whether personality traits of the managers themselves, including extroversion and neuroticism, and found out that they are predictors of emotional exhaustion.

This paper examines the effect of role stress and methods of coping with stress on job performance of hotel supervisors in 4 and 5 star hotels in Egypt. The research starts with theoretical framework and hypotheses, and then focuses on the methodology. Results will be analyzed and discussed. The study will conclude with conclusion and recommendations. Then, implications for managers and need for future research are reported. .

THEORETICAL FRAMEWORK

A number of human resource scholars and organizational behavior researchers such as Chiang et al. (2010), Simon et al. (2008), and Edwards (2001) tested many causes and underlying dimensions of stress. As more employees work and interact with peers from different countries, more cross-cultural conflicts and problems may create new types of job stress. Stress can also occur if the employees feel "under loaded" through lack of stimulus or social contact, or, in most cases," overloaded". Further, work stress factors may include role ambiguity, role conflict, conflicting performance expectation, politics, work climate, and low interpersonal relationships.

The earlier studies on sources of stress at the work place in developing countries found that there are more unmeasured variables that can contribute to stress at the work place (Manshor, 2000). These include individual and family factors, socio-economic and financial status, and mental and physical health factors.

Stress can be derived from three sources; physical, mental and situational. Physical stress can be brought on by such things as overwork, lack of rest and a poor diet. Mental stress can be traced to a person′s mental state of mind. It involves our hopes, fears and regrets from our day-to-day life. Situational stress is derived from our interaction with the outside world – our roles as husband, father, wife and mother and also our interaction with the trappings of modern life such as cars, computers, etc.

Organizational behavior and human resource management researchers identified five major categories of work stress (Cooper et al., 1988; Hedge et al., 1992): (1) Factors related to the job. These include working conditions, physical surroundings and facilities such as air quality, lighting, decoration and tidiness, noise, furniture and personal space can affect moods and overall mental state, (2) Role stress. Stress comes from role ambiguity and role conflict. Role ambiguity arises when individuals do not have a clear picture about their work objectives, their peers'expectations, and the scope and responsibilities of their jobs. Role conflict takes place when the employee has to choose between competing demands or expectations. Conflict situations can act as stress factors and lead to cardiovascular ill-health risks, such as elevated blood pressure and abnormal blood chemistry (Ivancevich and Matteson, 1980), (3) the use of technology (Video display terminal stress :VDT). VDT stress is an adverse physical and psychological

reaction to prolonged work at a video display terminal. Along with the massive increase in the use of computers and VDT's in all areas of work, researchers have found an increase in absenteeism and stress related illness related to the use of computers and VDTs (Hedge et al., 1992). (4) Interpersonal relationships. Dealings with superiors, peers and subordinates can dramatically affect the way one feels at the end of the day. Selye (1974) suggested that learning to live with other people is one of the most stressful aspects of life. (5) Career development. A number of issues can act as potential stress factors throughout one's working life. The lack of job security; fear of redundancy; obsolescence or retirement; and various performance appraisals can cause stress. In addition, the frustration of having reached one's career ceiling or not having been promoted can result in extreme stress. Ivancevich and Matteson (1980) suggested that individuals suffering from "career stress" often show high dissatisfaction, job mobility, burnout, poor work performance, and less effective interpersonal relationships at work. Stress at work is also associated with other factors including individual, socio-economic, and family factors (Swanson et al., 1998).

Human Resource Management

Human resource management in an organization is very important. These activities include recruitment, selection, training, career development, compensation, and performance appraisal. They are the basic functions of an organization (Huseyin et al.,2006, Tsaur and Lin, 2002; Reid *et al.*, 2002). Human resource management practices are able to provide an organization with a competitive advantage in a working environment. They can assist job satisfaction and may increase the organizational success while reducing the intention to quit and negative word of mouth of employees (Burke, 2003; Pare *et al.*, 2001; Bond, 2004, and Huseiyen et al.,2006). If human resource management mechanisms do not work effectively and efficiently, an employee will lack commitment and loyalty toward the organization. Lack of trust to business causes the demoralization of employees (Astrachan *et al.*, 2002).

Among life situations, the workplace stands out as a potentially important source of stress purely because of the amount of time that is spent in this setting. However, the stress-inducing features of the workplace go beyond simply the time involved. With the financial security and opportunities for advancement of individuals being dependent upon their performance, the pressure to perform makes the work situation potentially very stressful. Furthermore, events in the workplace affect social relations both within and beyond that environment. Conversely, relationships in the non-work situation can impinge on the individual's ability to cope in the work environment (Hart and Wearing, 1995).

The relevance of workplace stress to well-being has been recognized, but little attention has been given to the incidence of this problem in the service industry, despite the growth of this sector, and the obvious relevance of stress to fluid situations where much depends on inter-personal relations (Law *et al.*, 1995). Even less attention has been given to work-induced stress specifically in the hotel industry (Huseyin et al., 2006; and Faulkner and Patiar, 1997).

Cavanaugh and his colleagues (2000) found that some stressors might result in positive outcomes, and perceived stressors could be differentiated into two types; challenge stressors and hindrance stressors. Based their definitions, challenge stressors refers to " work-related demands or circumstances that, although potentially stressful, have associated potential gains for individuals, including high workload, time pressure, job scope, and high responsibility" , whereas hindrance stressors refers to " work- related demands or circumstances that tend to constrain or interfere with an individual work achievement, and do not tend to be associated with potential gains for the individual, including organizational politics, red tape, role ambiguity, job insecurity" (Cavanaugh et al. , 2000). It has consistently been found that challenge stressors associated positively with desirable outcomes, such as job satisfaction and performance, while hindrance stressors associated negatively with these same outcomes. However, both types of stressors were founded harmful to well-being (Zhang, 2009).

Four main considerations make the incidence of work-related stress highly relevant to hotel management. Firstly, the emphasis on face to face contact with guests and the real time nature of service delivery means that workers are required to respond promptly (Dann, 1990), and they are "subject to a mass of competing, often contradictory or conflicting demands and expectations from a multiplicity of

sources" (Hales and Nightingale, 1986, p. 10). Secondly, if workers are unduly stressed and therefore unhappy, this will be reflected in their dealings with guests, and the quality of the service provided will suffer as a consequence (Zohar, 1994). Thirdly, high stress levels have the potential to result in high levels of staff turnover and this will, in turn, result in higher training costs and problems in service quality maintenance. This can be a particularly significant problem in a labor-intensive industry such as the hotel industry. Finally, as employers, hotel managers have a moral obligation to protect the welfare of their staff by adopting management practices that reduce their employees' exposure to situations where stress may become a problem.

Role Stress: Role Conflict/Role Ambiguity and Job Performance

The hospitality industry is characterized by a requirement for close cooperation between departments and personnel, time pressures, elastic demand, and labor-intensive functions. As such, work in the hospitality industry can be tiring for employees who are faced with a demanding work tempo, complex procedures, and intensive interpersonal relations at every step of their working day (Birdir and Tepeci, 2003).

This creates several organizational challenges for hospitality organizations. The following are some of the major challenges. First, the structure must be designed to handle significant uncertainty and variability in the service production process. This can range from variability in customer co-production to customer involvement in supervisory span of control and the effect this involvement has for employee role clarity. Second, the task design has to fit the degree of interaction between the customer and employees. Third, the environment or the service setting must be compatible with the customer's expectations, albeit it is beyond the scope of this paper to discuss the organizational setting or services cape.

Kuruzuum et al. (2008) made a research using a questionnaire survey of 139 middle managers in four- and five-star hotels in a major tourist destination of Turkey. Data were collected using the Turkish version of the Maslach Burnout Inventory; job satisfaction; job characteristics; and demographic characteristics. These data were then analyzed for evidence of relationships among the variables. The burnout levels of the middle managers are found to be moderate. Job satisfaction and job characteristics are found to be important predictors of burnout. Certain job characteristics (such as excessive workload, lack of support from senior management, task complexity, and role ambiguity) increase the emotional exhaustion of middle managers and decrease their performance levels. Burnout levels among managers of food and beverage and front-office operations are found to be greater than those of other middle managers.

The hospitality managers, supervisors, and employees are more likely to experience role conflict and role ambiguity than would a manufacturing counterpart. This is due to the intangibility of the service experience and the customer interaction requirement of simultaneous production with consumption. Because the customer contact employee is responsible for producing or co-producing the service experience in a way that meets that unique customer's expectations, there is great opportunity for role ambiguity in the service encounter (Jackson and Schuler, 1992). The employee is frequently faced with potential conflicts between the role expected by the customer and the role expected by the organization or even other employees (Zeithaml *et al.*, 1988). For example, receptionists may be asked to speed up the number of customers they serve per hour in high seasons; however customers may expect the receptionists to engage in conversations about local tourist attractions. Role conflict can also be caused by company policies that conflict with customer expectations. For example, if hotel customers normally expect to be able to cash a check and the hotel has a no check-cashing policy this can create conflict (Zeithaml *et al.*, 1988). As Broderick (1998) notes, role theory helps service organizations understand how to manage the employee-customer relationship.

In an effort to clarify the role ambiguity in service experiences, some researchers have emphasized the importance of a service culture or service climate. Gronroos (1990, p. 7), for example, stresses the importance of a service climate or culture to fill in any gaps or the difference between what the employee can be trained to do and what that employee will have to do to satisfy the customer. Customers and their

behavior cannot be standardized and totally predetermined. The situations vary and therefore a distinct service-oriented culture is needed that tells employees how to respond to new, unforeseen ad even awkward situations. Cahill (1995) refers to the importance of organizational memory. Cahill states that organizational memory is most useful when the organizations learn from and build on the memory. Thus, the memory is constantly updated and helps the organization manage environmental uncertainty. He proposes that a strong culture is one that can withstand environmental shocks and help the organization learn.

Communication between managers and employees (Readon and Enis, 1990) and good socialization and training programs (Grove and Fisk, 1993) are ways hospitality organizations can reduce role conflict. Zeithaml *et al.*(1988) suggest providing clear and unambiguous communication regarding goals, strategies, and objectives for the organization, and job instruction and procedures will reduce role ambiguity. This communication should be part of the organization's internal marketing system.

Kim et al. (2009) investigates the moderating roles of gender and organization level in the relationship between role stress and job satisfaction for hotel employees. A survey instrument that included measures of job satisfaction, role stress (conflict and ambiguity) and demographic information was used to collect information from hotel employees in Republic of Korea. Findings show that the effect of role stress on job satisfaction is significantly stronger for female employees and supervisory employees than male employees and non-supervisory employees.

Methods of Coping with Stress and Job Performance

Stress is a pervasive and essential part of life. It is defined as the reaction of individuals to demands (stressors) imposed upon them. Stress plays a positive role by triggering the mobilization of adaptive responses (Selye, 1976). Contrary to popular belief, stress can be associated with both pleasant and unpleasant events and only becomes problematic when it remains unresolved because of lapses in the individual's adaptive capacity. When this happens, the individual becomes disorganized, disoriented and therefore less able to cope; stress related health problems may result. Selye (1974) refers to distress in order to differentiate these situations, although this distinction has not always been applied in the general usage of the term. Accordingly, in the following analysis, job stress refers to situations where the well-being of individuals is detrimentally affected by their failure to cope with the demands of their environment.

Bernin et al. (2003) work was part of the Collaborative International Study of supervisory and Managerial Stress. Swedish managers and supervisors (N=288) from the 3 levels in the organizations were included. Swedish results were compared with supervisory and managerial coping data from 4 other nations: UK, Bulgaria, India, and USA. Cross-national differences in support and control coping were found. Covert coping seemed to be a predominantly female strategy. In general, however, female and male managers are more alike with regard to coping patterns than men and women in the population. Some of the coping behavior of managers and supervisors was associated with health risks. These data imply that coping strategies should be improved in organizational settings, particularly for females.

Cheol et al. (2009) study investigates the moderating roles of gender and organization level in the relationship between role stress and job satisfaction for hotel employees. A survey instrument that included measures of job satisfaction, role stress (conflict and ambiguity) and demographic information was used to collect information from hotel employees in Republic of Korea. Data from 320 respondents, representing a 64% of response rate, were analyzed. Findings show that the effect of role stress on job satisfaction is significantly stronger for female employees and supervisory employees than male employees and non-supervisory employees.

The hospitality industry offers services to consumers around the clock, every day of the year. Lodging managers, in particular, are required to work long hours in a highly unpredictable and stressful environment. Consequently, a successful career in hotel management leaves little time for outside activities which often leads managers to leave such positions or the industry altogether. YU Chin and Peyton (2010) study explores the coping strategies used by lodging managers who have a successful

balance between their work and personal lives. Eight coping strategies are identified by interviewing 15 lodging managers.

The hospitality industry needs to provide a good quality of work life (QWL) in order to attract and retain employees. Kandasami et al. (2009) made a research that defines the 'expected dimensions of QWL' by the potential and present hotel employees. The content analysis of the data yielded eight dimensions of QWL.

Constructs like role stress and job performance have been developed and empirically tested in developed industrialized countries (Baba, Jamal, & Tourigny, 1998; Jex, 1998; Maslach, 2003). Their portability and usefulness in developing countries have rarely been examined despite repeated suggestions to do so (Carr & Pudelko, 2006; Foley, Hang-Yue, & Lui, 2005; Jamal, 2005).

Similarly, in different cultures such as in Taiwan, China, Turkey, Hong Kong, USA, and Canada, human resource management and organizational behavior researchers and scholars studied the stress job performance relationship to job performance (e.g. Kuruzuum et al., 2008, Jamal,2005; AbuAlrub, 2004; and Chen, 2009). Job stress can be redefined as an individual's reactions to characteristics of the work environment that seem emotionally and physically threatening (Jamal, 2005). It points to a poor fit between the individual's capabilities and his or her work environment, in which excessive demands are made of the individual or the individual is not fully prepared to handle a particular situation (Jamal, 1985). In general, the higher the imbalance between the demands and the individual's abilities, the higher will be experienced stress (Jamal, 2005). Job performance can be viewed as an activity in which an individual is able to accomplish successfully the task assigned to him/her, subject to the normal constraints of the reasonable utilization of available resources (Jamal, 1984). At the conceptual level, four types of relationships were earlier proposed to exist between the measures of job stress and job performance: a negative linear relationship, a positive linear relationship, a curvilinear/U-shaped relationship, and no relationship between the two (Jamal, 1984).

A negative relationship between job stress and performance was conceived by those who viewed job stress as essentially dysfunctional for the organization and its employees (Chen, 2009; Westman & Eden, 1996). These researchers contended that chronic job stress is by its very nature extremely aversive to most employees, creating a noxious situation in the work environment. In such settings, individuals are most likely to spend a sizable chunk of their time and energy coping with stresses, thus adversely affecting their performance. Therefore, the hypothesis of a negative relationship between job stress and performance tends to be logical to its advocates. A number of studies have shown a negative linear relationship between various facets of job stress and job performance and performance-like variables (Breaugh, 1980). In a recent meta-analysis, 24 (46%) of the 52 empirical studies examined supported a negative linear relationship between job stress and job performance (Muse et al., 2003).

By contrast, a U-shaped/curvilinear relationship between job stress and performance can refer to the work of (Ivancevich, Konopaski, & Matteson, 2005;and Robbins, 2005). The reasoning behind this model tends to be that when an individual experiences low stress at the job, he or she is most probably not activated and thus would not exhibit improved performance. On the contrary, if the individual experiences a high level of chronic job stress, he or she may spend time in coping with stress and his or her efforts on the job may be reduced, resulting in low performance. The model suggests that a moderate amount of stress is optimal for job performance because, at such levels, the individual is not only activated but also able to direct his or her energies toward better job performance. A number of laboratory studies have supported this hypothesis (e.g. Cohen, 1980). In the real work setting, this hypothesis has rarely been tested and supported. In the recent meta-analysis cited earlier, only 2 (4%) of the 52 empirical studies supported the existence of a U-shaped/curvilinear relationship between stress and performance (Muse et al., 2003).

The advocates of a positive relationship between job stress and performance generally equate stress with "challenge" (Meglino, 1977). This model can be originally traced back to the work of John Dewey and Arnold Toynbee who view problems, anxieties, difficulties, and challenges as occasions for constructive activities and improved performance. The model suggests that at a low level of stress, the individual does not face any challenge and, therefore, is not likely to show any improved performance. At

a medium level of stress, the individual is moderately aroused in terms of challenge and thus will exhibit mediocre performance. At a high level of stress, the individual experiences optimal challenge and his or her performance will improve accordingly. There are a few laboratory studies supporting this hypothesis (Cohen, 1980). However, in the real work setting, this hypothesis is not commonly tested or supported. In the recent meta-analysis, 7 (13%) of 52 empirical studies supported a positive linear relationship between job stress and job performance (Muse et al., 2003).

The hypothesis of no relationship between job stress and performance originates from the psychological contract approach between the individual and the employing organization. Here, individuals are viewed as rational beings who are primarily concerned with performance because they know that they are being paid for doing the job. Individuals are expected to ignore the adversities creating hindrances toward better job performance regardless of happens in the work environment. It is believed that workers will not let their performances be affected by those happenings. Their performance will remain more or less at the same level in the presence of high chronic job stress as well as in the absence of it. This segmented view of individuals even suggests that for the majority of workers in industrial societies, work is not the central life interest (Taveggia & Santos, 2001). Thus, the advocates of this approach view job stress neither as functional (improved performance) nor dysfunctional (reduced performance), but rather as a neutral state for individuals' job performance. In the recent meta-analysis, 6 (12%) of the 52 empirical studies supported the existence of no relationship between job stress and job performance (Muse et al., 2003).

AbuAlRub (2004) investigated the effect of job-related stress on job performance among hospital nurses, and the effect of social support from coworkers on the stress-performance relationship. She found out that perceived social support from coworkers enhanced the level of reported job performance and decreased the level of reported job stress. A correlational descriptive survey was used to investigate these relationships among a convenience sample of 263 American hospital nurses and 40 non-American nurses. The analysis also indicated a curvilinear (U-shaped) relationship between job stress and job performance; nurses who reported moderate levels of job stress believed that they performed their jobs less well than did those who reported low or high levels of job stress. Results indicted the importance of social support from coworkers, as well as the need for further research to test the U-shaped relationship between job stress and job performance.
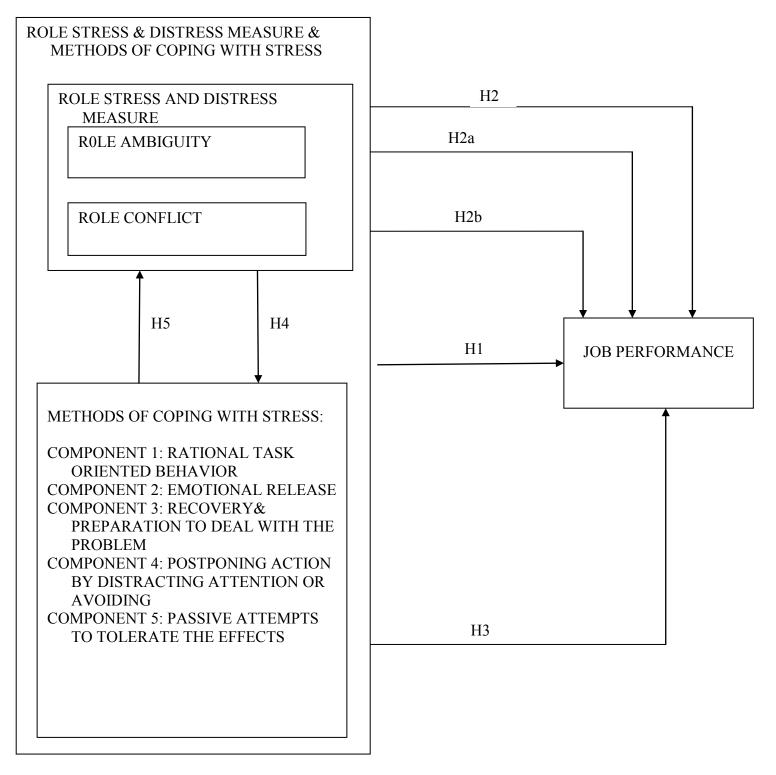
THE PROPOSED INTEGRATIVE MODEL

Jamal (2007 and 2005) called for research on the role stressors impact on job performance. In addition, Bernin et al. (2003) called for more practical research on the methods of coping with stress of managers and supervisors that influence their job performance. Therefore, this paper proposes a model to investigate the relationship of role stress & distress measures, and methods of coping with stress to job performance (See Figure 1).

Stress is a relationship between the person and the environment including his work that is appraised by the person as exceeding his or her resources, abilities, capabilities, and competencies; and as endangering his or her well being. In shaping this relationship, coping assumes a central role. Coping is the cognitive and behavioral efforts to master, reduce, or tolerate the internal and/or external demands that are created by the stressful transaction. The study of coping is difficult as it includes intra psychic processes.

We need useful means of measuring, classifying types of role stressors and coping behaviors in a comprehensive way if we want to understand the effects of role stressors at work, and role of coping in the stress process for better human resource management.

The proposed model includes role stress &distress measures: role ambiguity & role conflict, and methods of coping with stress as independent variables and job performance as dependent variable.

FIGURE 1
ROLE STRESS & DISTRESS MEASURE, METHODS OF COPING WITH
STRESS, AND JOB PERFORMANCE

ROLE STRESS & DISTRESS MEASURE &
METHODS OF COPING WITH STRESS

ROLE STRESS AND DISTRESS
MEASURE

R0LE AMBIGUITY

ROLE CONFLICT

H5   H4

METHODS OF COPING WITH STRESS:

COMPONENT 1: RATIONAL TASK
ORIENTED BEHAVIOR
COMPONENT 2: EMOTIONAL RELEASE
COMPONENT 3: RECOVERY&
PREPARATION TO DEAL WITH THE
PROBLEM
COMPONENT 4: POSTPONING ACTION
BY DISTRACTING ATTENTION OR
AVOIDING
COMPONENT 5: PASSIVE ATTEMPTS
TO TOLERATE THE EFFECTS

H2

H2a

H2b

H1   JOB PERFORMANCE

H3

In light of previous empirical studies of role stress , methods of coping with stress and job performance (Jamal, 1984; Jex, 1998; Sturman, 2003; Westman & Eden, 1991), as well as the recent meta-analysis, a number of hypotheses were developed as follows:

H1. Role stress and distress measure and methods of coping with stress will exert a significant positive influence on job performance.

H2. Role stress and distress measure will exert a significant negative influence on job performance.

H2a Role ambiguity will exert a significant negative influence on job performance.

H2b Role conflict will exert a significant negative influence on job performance.

H3. Methods of coping with stress will exert a significant positive influence on job performance.

H4. There is a significant impact of role stress and distress measure on methods of coping with stress.

H5. There is a significant impact of methods of coping with stress on role stress and distress measure.

METHODOLOGY

Context, Sample Selection, and Data Collection

The hospitality industry in Egypt compromises 64 five star and 27 four star hotels (www.southtravels.com/Africa/Egypt).

The research population is supervisors in sales, guest relations, front line desks, and reception in the five and four star hotels in Egypt. The sample chosen is a random sample of 1020 supervisors in sales, guest relations, front line desks, and reception in 30 five and four star hotels in Egypt.

The questionnaire was modified to suit the Egyptian environment and the hospitality industry in Egypt. Consequently, the questionnaire was distributed among 50 supervisors to pretest it. Data were gathered through personal interviews. It was revised and modified again before distributing it at a large scale.

The questionnaire was distributed among the randomly selected sample unit: 1020 supervisors. 810 supervisors filled in the questionnaires. 780 completely answered questionnaires are usable. The response rate is about 78%. The data collected are revised and analyzed using the SPSS statistical software package.

Table 1 shows the sample profile where 70% are male, 80% hold a bachelor of commerce (Business or Accounting), 60% are in their 30s, 30% are in the 20s, 67% possess 10 years of experience or less, and 28% years of experience range from 11 to 20 years.

Measurement Instruments

A measurement instrument consisting of a multi- dimensional scale is used. Three constructs are included in this study: (1) role stress and distress measure, (2) methods of coping with stress, and (3) job performance. A 5-point Likert scale was used throughout the questionnaire where 5 means strongly agree and 1 means strongly disagree (see appendix).

Role Stress and Distress Measure

A multidimensional 14-item measure developed by Siegall (2000) was used. Role stress and distress measure is consisted of two variables: role ambiguity and role conflict. *Role ambiguity* is consisted of 6 items and *role conflict* of 8 items. Subjects were asked to indicate the degree to which statements precisely describe their belief or opinion.

Methods of Coping with Stress

Methods of coping with stress were developed by Dewe and Guest (1990) containing 5 items:

rational task oriented behavior, emotional release, recovery and preparation to deal with the problem, postponing action by distracting attention or avoiding the issue, and passive attempts to tolerate the effect.

Job Performance

Job performance was measured through a 6-item developed by Schreisheim et al. (1998). It is a self assessment scale focusing on such items as flexibility, and creative problem solving. A 5 point Likert scale was used where 5 means outstanding, 4 means high, 3 means satisfactory, 2 means low, 1 means very low.

TABLE 1
RESPONDENTS PROFILE

Variables	No	%
Gender		
Male	546	70%
Female	234	30%
Position		
supervisors	780	100%
Educational Background		
Bachelor of commerce	624	80%
Bachelor of IT	78	10%
Professional/Higher Diploma	78	10%
Age		
20-29	234	30%
30-39	468	60%
40-49	78	10%
Years of experience		
1-10 yrs	554	67%
11-20 yrs	187	28 %
More than 15 yrs	39	5%

Data Analysis

To test the proposed model, the study uses various statistical tests to examine the relationships between the variables observed. The tests include the reliability analysis, the correlation analysis, regression analysis, *F* test, and *T* test. The reliability analysis will allow us to determine how reliable this model is. It also enables us to establish the degree of confidence we can place in this model (Keller, 1990). The coefficient of correlation measures the strength of the linear relationship between two variables (Lind, Marchal, and Wathen 2006). The multiple regression is used to test the influence of two or more independent variables on the dependent variable. The F test rejects the null hypothesis or fails to reject the research question incorporating all the variables in the study. The T test either rejects the null hypothesis or fails to reject each research question listed in the study.

To test the statistical significance of the entire regression model, the F test was implemented. If the hypothesis is accepted, that means a relationship exists between the independent variables and the dependent variable for the sample population. Once the regression test was completed, there was a need to test the statistical significance of each independent variable. The basic intent of the regression analysis is to estimate a quantitative relationship among variables. For this study, a T test is appropriate. It calculates the statistical significance of estimated regression coefficient (Lind et al., 2006).

The reliability analysis was used to test how reliable the model is. The results are shown in table 2.

TABLE 2
THE RELIABILITY ANALYSIS

Variables	Cronbach's alpha
Role stress and distress measure	0.74
Methods of coping with stress	0.83
Job performance	0.82

RESULTS

The results of the study are discussed in this part. Table 3 shows the correlation among scaled variables where the correlation analysis revealed the following:

(a) The Pearson coefficient of correlation between the role stress and distress measure and job performance is (-0.483) at (0.01) level of significance. That means that there is a negative correlation between the role stress and distress measure and job performance.

(b) The coefficient of correlation between role ambiguity and job performance is (-0.135) at (0.05) level of significance.

(c) The coefficient of correlation between role conflict and job performance is (0.376) at (0.01) level of significance.

(d) The coefficient of correlation between role stress and distress measure and methods of coping with stress is (0.560) at (0.01) level of significance.

(e) The coefficient of correlation between role ambiguity and methods of coping with stress is (-0.383) at (0.01) level of significance. There is a negative significant relationship of role ambiguity to component 1: rational task oriented behavior (-.182); and role ambiguity to component 3: recovery and preparation to deal with the problem (-.140) at (.05) level of significance.

(f) The coefficient of correlation role conflict and methods of coping with stress is (0.360) at (0.01) level of significance. There is a positive significant relationship of role conflict to methods of coping with stress component 1: rational task oriented behavior (0.234); to component 2: Emotional release (0,235), and to component 3: recovery and preparation to deal with the problem (.221) at (.01) level of significance.

(g) The coefficient of correlation between methods of coping with stress and job performance is (0.563) at (0.01) level of significance. There is a positive relationship of methods of coping with stress component 1: rational task oriented behavior (0.301), to component 3: recovery and preparation to deal with the problem (.268) at (.01) level of significance, and to component 2: emotional release (0.183) at (0.05) significance level. In addition, there is a negative relationship of methods of coping with stress component 5: passive attempts to tolerate the effect to job performance (-.202) at (0.01) significance level.

The correlation matrix is useful in analyzing the factors involved in the role stress and distress measure and methods of coping with stress to achieve outstanding job performance. A second use of the correlation matrix is to check for multicollinearity: correlation among the independent variables. The correlations among the independent variables between (-.70 and .70) do not cause difficulties (Lind et al.,

2006). The correlation analysis proved significant correlation between independent and dependent variables.

TABLE 3
THE CORRELATION AMONG SCALED VARIABLES

	Role stress and distress measure	Role ambiguity	Role conflict	Methods of coping with stress	Rational task behavior	Emotional release	Recovery & preparation	Postponing action	Passive attempts	Job performance
Role stress and distress measure	1									
Role ambiguity	.526**	1								
Role conflict	.794**	-.101	1							
Methods of coping with stress	.560**	-383**	.360**	1						
Rational task behavior	.089	-.182*	.234**	.429**	1					
Emotional release	.736**	.056	.235**	.435**	.117	1				
Recovery & preparation	.105	-.140*	.221**	.501**	.121	.007	1			
Postponing action	.139	.079	.105	.510**	-.063	-.027	.018*	1		
Passive attempts	.157*	.010	-.022	.274**	.247**	.157*	-.088	.119	1	
Job performance	.483**	-.135*	.376**	.563**	.301**	.183*	.268**	.009	-.202**	1

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

Multiple regression was used to test the research hypotheses. The objective is examining whether the independent variables: role stress and distress measure and methods of coping with stress are capable of effectively estimating job performance. Table 4 shows the results of testing the relationship of job stress and distress measure and methods of coping with stress to job performance.

TABLE 4
ANOVA[b]

Model	Sum of Squares	df	Mean Square	F	Sig.
1 Regression	235.379	2	117.690	10.997	.000[a]
Residual	2086.949		10.702		
Total	2322.328	197			

a. Predictors: (Constant), Methods Of Coping With Stress, Role Stress And Distress Measure

b. Dependent Variable: job performance

The analysis of variance table shows that the overall model is proved significant when the independent variables: the job stress and distress measure and methods of coping with stress were entered into the regression equation. The results prove support for the relationship in hypothesis 1 (Overall model: $F=10.997$, df $=2$, $p < 0.001$; R=.664, $R^2 = .583$, adjusted $R^2= .474$). R- Squared measures the proportion of variance in the dependent variable that is explained by changes in all of the explanatory variables. In the full model, the relationship of the job stress and distress measure and methods of coping with stress to job performance of supervisors is supported. Therefore, H1 is supported. The global test assures that the independent variables do have the ability to explain the variation in the dependent variable (Lind et al., 2006). Thus, there is enough evidence that both the stress and distress measure and methods of coping with stress are significantly related to and have a significant impact on job performance (see Table 5).

Table 5 shows the results of testing the impact of role stress and distress measure and methods of coping with stress on job performance.

TABLE 5
TESTING THE IMPACT OF ROLE STRESS AND DISTRESS MEASURE AND METHODS OF COPING WITH STRESS ON THE JOB PERFORMANCE

Model	Unstandardized Coefficients		Standardized Coefficients		
	B	Std. Error	Beta	T	Sig.
1 (Constant)	3.009	4.153		.725	.469
Role Stress And Distress Measure	.119	.045	.186	2.652	.009
Methods Of Coping With Stress	.129	.042	.214	3.046	.003

a. Dependent Variable: job performance

The regression method is used to test the impact of role stress and distress measure on job performance. Table 6 shows that the job stress and distress measure is a significant predictor on job performance ($F=17.273$, df=2, $p < .001$; R=.388, $R^2=.15$, adjusted $R^2=.142$). As hypothesized, role stress and distress measure have a significant impact on job performance.

TABLE 6
IMPACT OF ROLE STRESS AND DISTRESS MEASURE ON JOB PERFORMANCE (ANOVA)[b]

Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	349.497	2	174.749	17.273	.000[a]
	Residual	1972.831	195	10.117		
	Total	2322.328	197			

a. Predictors: (Constant), Role Conflict, R ole Ambiguity

b. Dependent Variable: job performance

Table 7 shows that role conflict has an impact on job performance at.001 level of significance while role ambiguity has a negative impact on job performance at 0.05 level of significance. Role conflict explains 20% of the total variation of the dependent variable: job performance. Thus, H2 is supported, H2a is supported but H2b is not supported.

TABLE 7
THE IMPACT OF ROLE AMBIGUITY AND ROLE CONFLICT ON JOB PERFORMANCE[a]

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	10.111	3.338		3.029	.103
	Role Ambiguity	-.099	.070	-.095	-1.427	.05
	Role Conflict	.271	.049	.366	5.512	.000

a. Dependent Variable: job performance

The analysis of variance used to examine the influence of the methods of coping with stress on job performance reveals that there is a positive impact of methods of coping with stress on job performance ($F=8.35, df=5$, $p < .001$). Therefore, H3 is supported. Table 8 shows that the method of coping with stress component1: rational task oriented behavior and component 3: recovery and preparation to deal with the problem have a positive impact on job performance at .001 significance level, and component 2: emotional release has a positive impact on job performance at .05 significance level. So, methods of coping with stress component 1: rational task oriented behavior, component 2: emotional release and component 3: recovery and preparation to deal with the problem are significant predictors of job performance.

TABLE 8
IMPACT OF METHODS OF COPING WITH STRESS ON JOB PERFORMANCE[a]

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
1 (Constant)	9.642	3.063		3.148	.002
Rational task oriented behavior	.312	.091	.233	3.413	.001
Emotional Release	.182	.087	.139	2.090	.038
Recovery And Preparation To Deal With The Problem	.292	.084	.229	3.470	.001
Postponing Action By Distracting Attention Or Avoiding The Issue	.044	.081	.036	.544	.587
Passive Attempts To Tolerate The Effect	-.146	.094	-.107	-1.553	.122

a. Dependent Variable: job performance

To explore if the job stress and distress measure has an influence on the methods of coping with stress or not, a multiple regression equation is formed. ANOVA test shows that Role stress and distress measure has a significant impact on methods of coping with stress at .001significance level (F=14.776,df=2,p<.000 ;R=.302, R^2=.132, Adjusted R^2=.123). Table 9 shows a significant effect of Role ambiguity and role conflict on methods of coping with stress at, consecutively, 0.05 and 0.01 significance level. Role ambiguity has a negative impact. The higher the role ambiguity, the lower the positive and effective methods a hotel supervisor can use to cope with stress while performing his work. Role conflict has a significant impact on methods of coping with stress. In case of role conflict, the hotel supervisors are capable to cope with such situations to perform effectively. Therefore, H4 is supported.

TABLE 9
THE IMPACT OF THE ROLE STRESS AND DISTRESS MEASURE ON METHODS OF COPING WITH STRESS[A]

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
1 (Constant)	54.995	5.589		9.841	.000
Role Ambiguity	-.077	.116	-.044	-.659	.05
Role Conflict	.436	.082	.355	5.292	.000

a. Dependent Variable: Methods Of Coping With Stress

The ANOVA test reveals a significant impact of the methods of coping with stress on the stress and distress measure (F=3.844,R2=.09,Adjusted R2=.06; F=3.844,df=5, p<.002). Table 10 shows the results of testing the impact of methods of coping with stress on role stress and distress measure. It provides evidence that in case of the existence of the role ambiguity and/or conflict, the supervisors use methods of coping with stress component 2: emotional release, and component 4: postponing action through distracting attention or avoiding the situation. H5 is supported.

TABLE 10
TESTING THE IMPACT OF THE METHODS OF COPING WITH STRESS ON THE ROLE STRESS AND DISTRESS MEASURE[A]

Model	Unstandardized Coefficients		Standardized Coefficients		
	B	Std. Error	Beta	t	Sig.
1 (Constant)	60.000	5.045		11.894	.000
Rational task oriented behavior	.131	.150	.062	.872	.384
Emotional Release	.485	.143	.237	3.390	.001
Recovery And Preparation To Deal With The Problem	.192	.139	.096	1.384	.168
Postponing Action By Distracting Attention Or Avoiding The Issue	.278	.134	.144	2.075	.039
Passive Attempts To Tolerate The Effect	.066	.154	.031	.430	.668

a. Dependent Variable: Role Stress And Distress Measure

CONCLUSION

In conclusion, role stress and distress measure methods of coping with stress are correlated to each other and to job performance. There is sufficient evidence that the role stress and distress measure, and methods of coping with stress have an impact and exert an influence on job performance of hotel supervisors.

There is enough support that role stress and distress measure with its two components: role ambiguity, and role conflict has an impact on job performance. Role ambiguity has a negative influence on job performance which means that the higher the role ambiguity, the lower the job performance of hotel supervisors and the lower the role ambiguity, the higher the jog performance. In addition, there is sufficient evidence that role ambiguity has a impact on methods of coping with stress. It was found out that hotel supervisors found it difficult to cope with role ambiguity and use effective and problem focused methods of coping with stress and they use in most cases emotion- based methods like Passive attempts to tolerate the effect and/ or emotional release. On the other hand , it is supported that hotel supervisors can cope with different degrees of role conflict through using problem focused methods of coping with stress like rational task oriented behavior , and recovery and preparation to deal with the problem in order to perform effectively.

There is sufficient evidence that methods of coping with stress has an impact on job performance. There is a significant effect of the methods of coping with stress component 1: rational task oriented behavior, component2: emotional release and component 3: recovery and preparation to deal with the problem on job performance. It is proven that the hotel supervisor the more they use methods of coping with stress, the more outstanding their job performance. While they perform their jobs, they cope with role stress and distress through mainly using some kind of combination between problem focused and emotional focus methods focusing on rational task oriented, emotional release, and recovery and preparation to deal with the problem while in some cases they are emotional focused , in specific, when the role ambiguity is higher. In the latter case, the hotel supervisors are more emotional focused when trying to cope through using emotional release and passive attempts to tolerate with the effect, and consequently this will exert unwanted influence on job performance.

RECOMMENDATIONS, MANAGERIAL, AND RESEARCH IMPLICATIONS

It is shown that role ambiguity affect methods of coping with stress used by supervisors and negatively affect their performance. Role conflict, surprisingly, had no negative effect on methods of coping with stress or performance. Both profiles are interpreted to form a coherent pattern pointing at hospitality industry supervisors' methods of coping with stress and consequently, their performance as the focal issue of the job stress in this industry. Since these ties with current approaches to service quality, the possibility is raised for developing integrated strategies for improving both.

Here are some suggestions for future research. After controlling for two job stress factors (role ambiguity and role conflict), more studies can test if personality attributes explain significant proportions of the job burnout factors and job performance. The most noteworthy finding can be the predictability of the agreeableness trait in hotel employees', supervisors, and managers job burnout. For testing the relationship between personality traits and job stress in other disciplines and may be in other service industries, more vigorous future research is recommended to validate the value of this personality to the hospitality industry. Research is also needed to examine the effects of more stress variable on job performance as well as examining the antecedents and consequences of job stress including role stress variables. New methods of coping with stress could be explored in the hospitality industry and other service industries, as well as in other professions like sales and other managerial levels like middle or top level managers. In addition, the same study could be applied on other managerial levels, other industries, or other professions.

Coping with Uncertainty

The hospitality organization is an open system and brings all the uncertainties that open systems create. Thus, the organization has to develop formal policies and procedures for handling uncertainty, processing quantities of equivocal information, building a strong culture or service climate to guide employees in handling the problems customers can create, and designing customer contact tasks and jobs to accommodate not only this variability, but also the potential customer participation in co-producing the service experience. If the customer contact employee is to perform successfully as the organization, the "service factory", repair facility, and as partial marketers, then this task/job must be designed in ways that accommodates the unique task requirements.

In producing a hospitality service, experienced workers cannot rely on past procedures and ways of doing things; they are continually faced with novel situations that require unique methods to react appropriately to the customer. The delivery of hospitality services requires a high capacity to process information. Each interaction contains much uncertainty that requires a great deal of information processing. The hospitality service delivery system also requires the guest to provide a great deal of information that may be required to produce the service. The traditional manufacturing models that sought to buffer the technical core of the organization from uncertainty are not relevant to the hospitality service sector. Instead, hospitality service organizations have to discover organizational designs and methods to cope with the uncertainty of customer involvement in the service delivery system.

Task Design and Job Analysis of Human Resources

If a service operation wants to increase transactions it should simplify its offering, thus reducing the variety of service offerings provided. Conversely, if the organization has a complex product offering, employees should be knowledgeable and have the freedom to make decisions. The higher the customization of the product for the customer, the more the employees need to be able to have the skills and the ability to meet the customer's unique needs. Conversely if the product is standardized, such as a fast food meal, the service design calls for more rules and regulations. To summarize, if the organization wants to produce a standardized service, then it would reduce task variety and decrease the amount of employee discretion by increasing rules and regulations. Conversely, if the organization wants to produce a customized service, then it should increase employee discretion, allowing them sufficient task variety to satisfy customer wants.

Distinguishing Characteristics of Services Related to Organizing:
- The hospitality service delivery system has to deal with the uncertainty of simultaneous product and consumption, which creates uncertainty. Manufacturing systems are closed systems with less uncertainty. Thus, the service organization is organized differently from a manufacturing organization.
- Hospitality services providing customized products require high employee discretion and task variety. Manufacturing employees do not usually deal with the customer and therefore can have more specialized tasks, requiring less discretion and task variety.

IMPLICATIONS FOR MANAGERS

Staffing

Managing employees, especially customer contact employees, in hospitality organizations calls for different staffing strategies than in manufacturing. In hospitality services, the customer contact employee is in the service factory, producing the service experience for or with the guest. In most cases, this production process requires involvement from the guest as an input and/or a co-producing role. This means that the employee has to have the necessary knowledge, skills and abilities to perform the task and also be interactively skilled. In providing a service to the guest, the employee has to get informational input from the customer (information about the guest room preference, how to prepare a steak, etc.). Thus, the employee has to not only know how to produce the service product but also how to listen to the customer to find out what specific service product is desired. Also, the employees need the problem solving skills to identify and fix customer problems in real time. When production and consumption occur simultaneously, the burden of responsibility that falls on the guest contact employee is very much different than it is for the product producer.

In regard to the additional complexity and ambiguity created by customer interaction, there are several issues. These are recruiting, selecting, training, and rewarding employees for the complex roles they play in customer interactions. Thus, the service writers seek to identify and train the attitudes and values that their people need to be successful in a service encounter. While a machine doesn't care if the riveter has bad attitude, the restaurant patron or hotel guest does. Having satisfied employees is especially important for hospitality organizations.

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