

Management Research FRONTIERS

The way employees from different cultures respond to work anxieties intrigues one professor. The impact of IT on healthcare fascinates two others.



Drs. David L. Ford Jr., Mark Thoun and Indranil Baradhan unveil results of recent research in this regular feature that showcases scholarly expertise of School of Management faculty members. Their abstracts reveal the potential significance and practical applications of their studies.

Coping With Workplace Stress

ORGANIZATIONAL STRESS, PSYCHOLOGICAL STRAIN AND WORK OUTCOMES IN SIX NATIONAL CONTEXTS: A CLOSER LOOK AT THE MODERATING INFLUENCES OF COPING STYLES AND DECISION LATITUDE

By Dr. David L. Ford Jr., Dr. Rabi Bhagat, Dr. Balaji Krishnan and Dr. Karen Moustafa Leonard

Professor Ford is interested in organizational behavior across cultures, and his areas of expertise include international business, leadership development, quality of work life, and effective foundations of interpersonal dynamics. The following abstract is based on a research article by Dr. Ford and his colleagues, Professor Rabi Bhagat and Associate Professor Balaji Krishnan of the University of Memphis and Assistant Professor Karen Moustafa Leonard of Indiana University-Purdue University Fort Wayne. The article is in press at *Cross Cultural Management: An International Journal*.

This study investigated the moderating effects of (a) problem-focused coping, (b) emotion-focused coping, and (c) decision latitude, on the relationship between three fac-

ets of role stress (that is, role ambiguity, role conflict, role overload) and psychological strain in six national contexts. The objective of the research was to examine the relative efficacy of each moderator for ameliorating the level of psychological strain experienced by professional workers in six countries that differed on the cultural dimension of individualism-collectivism. Problem-focused coping involves proactive efforts to reduce or manage distress associated with the stress experience (for example, active problem-solving, information-seeking efforts or behavioral efforts directed at managing distress). Emotion-focused coping involves intrapsychic efforts to reduce or manage distress (for example, intellectualization, social isolation, suppression, optimistic comparison or restricted expectations). Decision latitude is the amount of discretion or control that an individual has or is permitted to have by the organization in meeting her or his job demands.

The results indicated that problem-focused coping and decision latitude were better at reducing the level of expe-



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