

**ETHICAL CLIMATES AND JOB STRESS RELATIONSHIP:  
THE MODERATING EFFECT OF TYPE A / B PERSONALITY**

**Shaharyar Zahid<sup>1</sup>, Ahsan Ali Ashraf<sup>2§</sup> and Imran Bashir<sup>1</sup>**

<sup>1</sup> Department of Business Administration, Lahore Leads University  
Lahore, Pakistan.

Email: nchaudhry@gmail.com; imran.bashir@leads.edu.pk

<sup>2</sup> Department of Business Administration, University of Sialkot  
Sialkot, Pakistan. Email: ahsanali.lhr@gmail.com

<sup>§</sup> Corresponding author

**ABSTRACT**

Organizations now place a greater emphasis on their workforce to survive and achieve a competitive edge in this fast-changing market. As a result of this situation, the firm should control its work climate. Ethical climates can influence job stress. The researcher uses two types of ethical climates named instrumental and caring climates, and Type A personality moderates the relationship between them. The data was obtained in a 33-item survey that was surveyed to 300 workers of the Education and banking sectors in Lahore, Pakistan. We find a positive relationship between instrumental climate and job stress. Whereas there is a negative relationship between caring climate and job stress, type A personality is not moderating in both relationships. According to the results, it can be concluded that the instrumental climate has a significant and positive relationship with job stress. While caring climate and job stress have a negative relationship, it is statistically proved that Type personality does not moderate these relationships in Pakistan.

**KEYWORDS**

Ethical Climates, Stress, Type A Personality, Type B Personality.

**INTRODUCTION**

In the current era of globalization, ethical climate is one of the significant factors to shaping inside the organization's relationship and to check employee's behaviors. Moreover, it also have a considerable influence on the organizational outcomes like monetary performance. Understanding the relationship between ethical climate and job stress, it is an important research area (Victor & Cullen, 1988). For instance, one way through which strong constancy to ethical principles submits superior organizational presentation is by educating employee fulfillment. in other words, the ethical climate is different according to the culture of the institute. Climate remains the tool to operationalize routine actions and behaviors that the organization rewards and supports. Climate may differ according to differences in persons, groups, employees' working experiences, and their positions (Einarsen, 2000).

There are five sorts of ethical climates, or sub-variables, that will be used in this study article and model: 1) instrumental, the ethical atmosphere in which to serve the organization's objectives; 2) caring, an atmosphere that encourages people to think about and care about others; 3) independence, an environment that supports decisions based on own moral convictions; 4) rules, an environment in which solid rules and regulations influence judgments; 5) law and codes, an atmosphere that encourages people to make judgments based on the law or executive rules of behavior (Naiyananont & Smuthranond, 2017).

Type A personality is a fully active personality whose having high involvement in his work. They are always trying to compete with their competitors, aggressive. Type A individuals are easily tending to overreact and having high blood pressure. Those peoples seem to be in a constant struggle against time (Byrne, 1996). Often, they rapidly become impatient with unproductive time and delays and try to do more than one work at a time, such as reading while watching television. They try towards goals unless feeling joy in their achievement (Spector & Connell, 1994).

Job stress is a factor that significantly impacts employee job satisfaction, which in turn influences the desire to leave. Job stress hurts job satisfaction. Employees will grow angry at work if they are under much stress, and they will become depressed if they overthink about work (Hobfoll, 2004). Employees will become lazy to work due to their unhappiness at work, and job performance will suffer as a result (Guchait, Paşamehmetoğlu, & Madera, 2016).

Type As are rambunctious to uncontrolled stresses. According to this hypothesis, Type A was far more reactive to stressful work situations than Type Bs. Type As might be more likely to report job stresses and feel employment strain due to this (Friedman & Rosenman, 1974). Type A was shown to correspond with disclosed job stressors in a specimen of such police operators, and Type A, unbiased workload, and the noted workload was all assessed. (Spector & Connell, 1994). Authors discovered that Type As reported greater workloads than Type Bs yet did not experience them(Spector & Connell, 1994).

Type B people have the opposite behavioral pattern as Type A people. According to a growing body of evidence, the existence of the Type A behavior pattern considerably increases the risk of coronary heart disease (Ramanaiah, 1997). The Type A concept is relevant to career planning because attitudinal and behavioral tendencies can impact occupational desire and performance. In the literature, specific implications have already been recognized. Prominent, center professionals' Type A conduct has been related to emotions of moral loss. (Begley & Boyd, 1985). This study also looked at the link between bank workers' personalities and WLB. However, behavioral patterns of Type of personality A (PTA) and Type B (PTB) were used to assess personality instead of the Big Five or Myers Briggs personality tests. Because the focus of this study was on personality behaviors rather than personality characteristics. According to previous research, persons with PTA are antagonistic by nature and are preoccupied with competition and material gain (Sullivan, 2012). On the other hand, people with PTB are calmer and less concerned about competition.

In the past works of literature, the ethical climate is used to influence the ethical decision making in the firm and other words, it is used to check the relationship between

political behavior, ethical leadership, and job satisfaction as well, although qualitative different studies were conducted in different countries to investigate the various ancestors; however, research in the field of ethical environment in Pakistan is limited, and there is a need to understand and explain how ethical climate appears in job stress in employees, as well as how Type A personality moderates the link between them.

There is a particular need to respond to researchers' recent requests to explain how ethical climate types as a level of stress may affect job stress. Furthermore, as previously stated, Type A personality characteristics must be examined in the context of various types of ethical climates and job stress reactions. The current study has the following research questions based on the above discussion.

### **RESEARCH QUESTIONS**

The current study research questions are:

1. What is the impact of an Instrumental climate on job stress?
2. What is the impact of a Caring climate on job stress?
3. Does Type A personality act as a moderator in the relationship between Instrumental climate and job stress?
4. Does Type A personality act as a moderator in the relationship between Caring climate and job stress?

### **RESEARCH METHODOLOGY**

The study's research design lays out the overall framework for how the investigation will be carried out. This study investigates how Ethical climate impacts job stress through the parallel and direct relationship to the research aims and model. In conclusion, this is indeed a quantitative research study (hypothesis testing), in which the above-mentioned suggested correlations are investigated using the survey technique. Data was gathered via surveys that were individually presented to the respondent. Employees working in the offices of different institutions in the banking and educational sectors located in the city of Lahore in Pakistan were given the questionnaires. To ensure respondents' confidentiality, a cover letter describing the scope and purpose of the present research project was supplied. The study's participation was entirely voluntary. After that, the 1st step of the Questionnaire highlighted the gender of respondents and their age. And the respondents' education and their job specifications in which sector they are working. This Questionnaire comprises independent variables of Ethical Climate measures, instrumental and Caring climates and the moderator variable of Type A personality measured and the dependent variable is Job stress, which is completed by my Questionnaire.

The educational Institutions in Table 1 below are selected for this survey.

**Table 3.1**  
**Educational Institutions Respondents**

<b>Educational Institutions</b>	<b>Respondents</b>
Punjab University Lahore	23
Forman Cristian Collage	55
University of Central Punjab	30
University of management sciences	15
Lahore Leads University	45

The Banks in Table 3.2 below are selected for this survey.

**Table 3.2**  
**Banks Respondents**

<b>Banks</b>	<b>Respondents</b>
United Bank Limited	12
Bank Al Habib Limited	34
Bank Islami Limited	56
Meezan Bank Limited	21
National Bank Limited	9

When the researcher started the survey, the researcher has emailed or sent a questionnaire to approximately 300 respondents out of which 250 were completely useable. Employees from a variety of professions were included in the sample, including service workers, administrative workers, bankers, salespersons. Participants in the survey came from various backgrounds and worked at various levels of management, from lower to upper management. Males formed (56.4%) of the population, while females formed (43.6%). Most of the participants are graduated (51.6%) in other words highest number of populations is working privately (37.2%) and others are self-employed (21.4%) and working in Govt. sector (22%)

## RESULTS AND DISCUSSION

The findings of the data analytic methodologies used in this work are presented in this chapter. It provides descriptive statistics, reliability analysis findings, and item factor analysis. The structural routes for evaluating the direct effect and providing specifics of the suggested hypothesis were tested using the Regression method with bootstrapping utilizing the Process technique.

#### 4.1 Demographics

The below table 4.1 reveals that males made up roughly 56.4% of the participants, while females made up 43.6%. Around 26.0% of the participants were between the ages of 18 and 24, 29.2% were between the ages of 25 and 30, 29.2% were between the ages of 31 and 36, 12.8% were between the ages of 37 and 42, and 2.8% were above 42, and 4.4% have done matriculation. 20.4% of the participants have done intermediate. 51.6% have done graduation. 23.6% are post Graduates. About 22% are cumulatively working in the Govt. sector, 37.2% are working in the private sector, 21.4% are self-employed, and 19.4% are working in other fields. The researcher stated contributors based on the job specification and job environment it shows that are participants confirmed that they currently working in different fields.

**Table 4.1**  
**Descriptive Statistics**

Characteristics		Frequency	Percent
<b>Gender</b>	Male	141	56.4
	Female	109	43.6
<b>Age</b>	18-24	65	26.0
	25-30	73	29.2
	31-36	73	29.2
	37-42	32	12.8
	42 years and above	7	2.8
<b>Qualification</b>	Matriculation	11	4.4
	Intermediate	51	20.4
	Graduate	129	51.6
	Post-Graduate	59	23.6
<b>Job Sector</b>	Government	54	22
	Private	93	37.2
	Self Employed	54	21.4
	Other	49	19.4

In this Table 4.2 below, I have given all study variables along with abbreviations which we can use in a short form for Analysis and interpretation.

**Table 4.2**  
**Abbreviations**

Variables	Abbreviations
Instrumental Climate	IC
Caring Climate	CC
Job Stress	JS
Type A Personality	TAP

#### 4.2 Reliability

Literature proposed some broad and easy techniques for assessing dependability, which have been used in various papers (Anderson & Gerbing, 1988). Factor analysis was also utilized as a data reduction approach to reduce the number of questions. All items were examined to evaluate collective variance. After inspection, the results revealed appropriate reliability because all of the study's values were above the usual criteria of 0.5 with the help of "Cronbach's alpha" reliability.

**Table 4.3**  
**Reliability Statistics for Research Dimensions**

Sr.No.	Dimensions	"Cronbach's Alpha"	No. of Items
1	IC	0.834	7
2	CC	0.786	7
3	JS	0.678	12
4	TAP	0.654	7

Total items of these variables are used 33 in Questionnaire but only all items are useable in this Analysis because the Alpha of these items is reliable and factor analysis is lower than 0.5 so that's why the researcher has not skipped those Questions and used these items for my study analysis. The outcome of the reliability test is good enough as Cronbach alpha values are above 0.5.

07 items of instrumental climate variable were filled according to the criteria of standard value. No item is below 0.5 defined benchmark items are measured suitably. So, all results prove that these items are significant for another process in Analysis. 07 items of the Caring climate variable were filled according to the criteria of standard values. No item is below the 0.5 defined benchmark because no item is excluded from this analyzing data. These items are significant for other processes in Analysis. 12 items of the Job Stress variable were filled according to the criteria of standard values. No item is below to 0.5 defined benchmark, and from this variable, all items were meeting the principles that's why the researcher has not excluded those questions all items are measured suitably. These items are significant for another process in Analysis. 07 items of Type A Personality variable were filled according to the criteria of standard values. No item is below to 0.5 defined benchmark, and from this variable, all items were meeting the criteria that's why the researcher did not exclude those questions all items are measured suitably. These items are significant for other processes in Analysis.

#### 4.4 Regression Analysis

This phenomenon is a measure for calculating the effect and relation between the variable. Like that independent variable is linked to the dependent variable to discover measures of the relations with uncountable methods of modeling and examining the several variables. This Analysis would correspondingly put attention on "Instrumental climate" & "Caring climates" direct effect on "Job stress"." Type A Personality" is moderating this connection to conduct an additional argument.

**4.4.1 Process Macro of Regression Analysis**

To test our hypothesis, which is included in my study, I had used this procedure to investigate the direct effect between variables and also check the moderating effect on variables to verify this hypothesis, we use Process Macro by Hayes and Preacher (Bolin, 2014). We use the model 1 effect when a moderator TAP modifies the relationship between IC & JS and CC and JS.

**Hypothesis 1**

H1: Instrumental Climate is Positively related to Job Stress.

Model: 1  
 Y: JS  
 X: IC  
 W: TAP

Sample  
 Size: 250

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**OUTCOME VARIABLE: JS**

Model Summary

R	R-sq	MSE	F	df1	df2	P
.5181	.2684	.1563	30.0887	3.0000	246.0000	.0000

Model	Coeff	se	t	p	LLCI	ULCI
constant	1.8455	.7713	2.3927	.0175	.3263	3.3647
IC	.4646	.1613	2.8799	.0043	.1470	.7823
TAP	.3572	.2412	1.4810	.1399	-.1179	.8323
Int_1	.0182	.0679	.2680	.7889	-.1155	.1519

Product terms key:

Int\_1: IC x TAP

Test(s) of highest order unconditional interaction(s):

	R2-chng	F	df1	df2	p
X*W	.0002	.0718	1.0000	246.0000	.7889

Level of confidence for all confidence intervals in output:

95.0000

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To test the hypothesized relationship between independent variable IC and dependent variable JS, Regression Analysis was run by a researcher to test the results of our first hypothesis. The above table is showing that the b= 0.4646, t= 2.8799 R-Square Value is 0.2684. This value of R-Square is significant and positive which shows that there

is a 26.84% change in dependent variable JS due to independent variable IC Furthermore the value of R square is significant because P-value is 0.0043 that is less than 0.05 which is significant meaning that our null hypothesis is rejected and alternate hypothesis is accepted so it is statistically proved that IC is positively and significantly influencing JS.

### Hypothesis 2

H2: Caring Climate is Negatively Related to Job Stress.

Model: 1

Y: JS

X: CC

W: TAP

Sample

Size: 250

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### OUTCOME VARIABLE: JS

#### Model Summary

R	R-sq	MSE	F	df1	df2	p
.50	.25	.158	28.41	3.0	246.0	.0000

Model	Coeff	se	t	p	LLCI	ULCI
constant	1.5865	.8267	1.9190	.0361	-.0419	3.2149
CC	.5255	.1198	4.3849	.0005	.2895	.7614
TAP	.4888	.2623	1.8632	.0636	-.0279	1.0055
Int_1	-.0170	.0731	-.2322	.8166	-.1610	.1271

Product terms key:

Int\_1: CC x TAP

Test(s) of highest order unconditional interaction(s):

	R2-chng	F	df1	df2	p
X*W	.0002	.0539	1.0000	246.0000	.8166

Level of confidence for all confidence intervals in output:

95.0000

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To test the hypothesized relationship between independent variable CC and dependent variable JS, Regression Analysis was run by the researcher to test the results of our second hypothesis. The above table is showing that the b= 0.5255, t= 4.3849, and R-Square Value is 0.2573. This value of R-Square is significant and positive which shows that there is a 25.73% change in dependent variable JS due to independent variable CC Furthermore the

value of R square is significant because the P-value is 0.0005 that is less than 0.05 which is significant meaning that our null hypothesis is rejected and alternate hypothesis is accepted so it is statistically proved that CC is Negatively influencing JS.

**Hypothesis 3**

H3: Type A Personality moderates the relationship Between Instrumental climate and Job stress such that This Positive relationship will be stronger in the case of a high Type A Individual.

Model: 1  
 Y: JS  
 X: IC  
 W: TAP

Sample  
 Size: 250

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**OUTCOME VARIABLE: JS**

Model Summary

R	R-sq	MSE	F	df1	df2	p
.5181	.2684	.1563	30.0887	3.0000	246.0000	.0000

Model	Coeff	se	t	p	LLCI	ULCI
constant	1.8455	.7713	2.3927	.0175	.3263	3.3647
IC	.4646	.1613	2.8799	.0043	.1470	.7823
TAP	.3572	.2412	1.4810	.1399	-.1179	.8323
Int_1	.0182	.0679	.2680	.7889	-.1155	.1519

Product terms key:

Int\_1: IC x TAP

Test(s) of highest order unconditional interaction(s):

	R2-chng	F	df1	df2	p
X*W	.0002	.0718	1.0000	246.0000	.7889

Level of confidence for all confidence intervals in output:

95.0000

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To test the hypothesized Moderation Effect, TAP between independent variable IC and dependent variable JS, Regression Analysis was run by a researcher to test the results of our Third hypothesis. The above table shows that the b= 0.0182, t= 0.2680, and R-Square value is 0.0002. This value of R-Square is insignificant and positive, which shows that TAP is not moderately affecting the relationship between IC and JS. the R square is insignificant

because P-value is 0.7889 that is greater than 0.05, which is insignificant, meaning that our null hypothesis is Accepted. The alternate hypothesis is Rejected, so it is statistically proved that there is no TAP Moderating effect on IC is positively influencing JS.

#### Hypothesis 4

H4: Type A Personality moderates the relationship Between Caring climate and Job stress such that This Negative relationship will be stronger in the case of high Type A Individuals.

Model: 1

Y: JS

X: CC

W: TAP

Sample

Size: 250

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#### OUTCOME VARIABLE: JS

##### Model Summary

R	R-sq	MSE	F	df1	df2	p
.5073	.2573	.1587	28.4129	3.0000	246.0000	.0000

Model	Coeff	se	t	p	LLCI	ULCI
constant	1.5865	.8267	1.9190	.0361	-.0419	3.2149
CC	.5255	.1198	4.3849	.0005	.2895	.7614
TAP	.4888	.2623	1.8632	.0636	-.0279	1.0055
Int_1	-.0170	.0731	-.2322	.8166	-.1610	.1271

Product terms key:

Int\_1: CC x TAP

Test(s) of highest order unconditional interaction(s):

	R2-chng	F	df1	df2	p
X*W	.0002	.0539	1.0000	246.0000	.8166

Level of confidence for all confidence intervals in output:

95.0000

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To test the hypothesized Moderation Effect, TAP between independent variable CC and dependent variable JS, Regression Analysis was run by a researcher to test the results of our Fourth hypothesis. The above table is showing that the  $b = -0.0170$ ,  $t = -0.2322$ , and R-Square value is 0.0002. This value of R-Square is insignificant and positive which shows that TAP is not moderately affecting the relationship between CC and JS. The R square is insignificant because P-value is 0.816 that is greater than 0.05 which is insignificant

meaning that our null hypothesis is Accepted and alternate hypothesis is Rejected so it is statistically proved that there is no TAP Moderating effect on CC is Negatively influencing JS.

## CONCLUSION

There are numerous central limitations to the current study. First, the effect of Ethical climate on job stress, and type A moderating the relationship investigated in the study. Other factors and outcomes might be examined in future studies, such as rules climate, law and codes climate, independence climate, job burnout, type D personality, etc. Job specification Furthermore, future research by more sample size and accepted out in a different location would be useful to deliver support for simplification of the present findings. Another limitation was that in this study, a cross-sectional method was employed. In upcoming studies, possibility sampling techniques might be used to reinforce the current conclusions and use the longitudinal method.

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