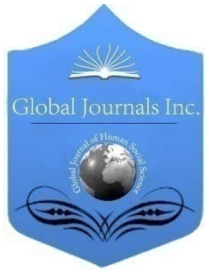
Volume 15 Issue 47
Originally issued as A8



Global Journal of human-social science: A
Arts & Humanities - Psychology
Volume 15 Issue 8 Version 1.0 Year 2015
Type: Double Blind Peer Reviewed International Research Journal
Publisher: Global Journals Inc. (USA)
Online ISSN: 2249-460X & Print ISSN: 0975-587X

Effect of Individualistic and Collectivistic Values on Total Role Stress among the Government Officers of Nepal

By Kedar Bahadur Rayamajhi & Prof. Dr. Murari Prasad Regmi
Mewar University, India

Abstract- Stress is the psycho-biological construct. Stress creates from the personal behavior and their surrounding environment. Social relationship and organizational environment determines the level of stress among the employee. The study was going to explore the inter-relationship between the individual value and collective value with role stress among the Nepal government officer. The study had adopted the simple random sampling to select the respondents. A total 284 government employees from technical and non-technical sectors were selected. Data was taken from the three strata: 1st class, 2nd class and 3rd class officers. The findings showed the significant relationship between the individual and collective values. Mean of individual value was higher than the collective value but the role stress was higher among the officer who took the collective value very much than individual value. Similarly, the non-technical officers felt higher level of stress than the technical officers.

Keywords: collectivistic value, government officers, individualistic value, nepal, role stress.

GJHSS-A Classification : FOR Code: 179999



Strictly as per the compliance and regulations of:



© 2015. Kedar Bahadur Rayamajhi & Prof. Dr. Murari Prasad Regmi. This is a research/review paper, distributed under the terms of the Creative Commons Attribution-Noncommercial 3.0 Unported License http://creativecommons.org/licenses/by-nc/3.0/), permitting all non-commercial use, distribution, and reproduction in any medium, provided the original work is properly cited.

Effect of Individualistic and Collectivistic Values on Total Role Stress among the Government Officers of Nepal

Kedar Bahadur Rayamajhi [α] & Prof. Dr. Murari Prasad Regmi [σ]

Abstract- Stress is the psycho-biological construct. Stress creates from the personal behavior and their surrounding environment. Social relationship and organizational environment determines the level of stress among the employee. The study was going to explore the inter-relationship between the individual value and collective value with role stress among the Nepal government officer. The study had adopted the simple random sampling to select the respondents. A total 284 government employees from technical and non-technical sectors were selected. Data was taken from the three strata: 1st class, 2nd class and 3rd class officers. The findings showed the significant relationship between the individual and collective values. Mean of individual value was higher than the collective value but the role stress was higher among the officer who took the collective value very much than individual value. Similarly, the non-technical officers felt higher level of stress than the technical officers. There was no significant relation found between the individual values and level of total role stress in case of non-technical officers and technical officers. On the basis of this data, the hypothesis 'there is significant relationship between the individual value and level of stresses' is rejected. There was significant difference found between the class I and class III and no significant difference between the class I and class II and class II and class III. Role stress is different as the different level of occupation and position. The study explores the gap to identify the factors affecting the level of stress among the employees.

Keywords: collectivistic value, government officers, individualistic value, nepal, role stress.

I. Introduction

It is evident that, values hold a prominent role both in an individual and in organization life. However, there persists considerable confusion about what these values are and what role they play in these theories and, therefore, how they can be developed both within the individual and within the organization.

Values are one important element that affects who we are and how we behave towards others. If a person has a set of moral values then this will shape how they treat others and conduct them. People who lack these basic values may participate in unethical behavior that can hurt the organization as well as individual and its relationship and various other social problems. By analysing individual values relevant information concerning their attitudes, motives, feelings, beliefs, perceptions, thoughts, actions can be known to some extent. Because the underlying assumption is that when a value system has been developed, it creates a condition to exert some kind of behavior which can satisfy her/ his interests.

By analyzing values, attempt has been made to discover the principles behavior is directed or guided for individual or group. The underlying assumptions are that value works in outer level to control or determines the behavior at all level. In this sense, values appear to be more general in characters than attitudes but less general than ideologies (Berry, Poortinga, Segall, & Dasen, 1992). Values are sometimes seen as a definitive descriptor of culture. Values have been classified in several ways. Spranger described values in six ideal types, namely theoretical, economical, aesthetic, social, political and religious (Spranger, 1928). Roakeach classified value as terminal and instrumental. Terminal values represent as salvation, quality, comfortable life, etc and refer to the preferred end state of existence. Instrumental values, as courageous, honest, polite etc. and associates with modes of conduct(Rokeach, 1973). A general classification of values are individualistic and collectivistic (Hofstede, 1980; Triandis, Bentempo, Villarieal, Asai, & Lucca, 1988). These values are distributed among individuals and societies in such a way that individualism- collectivism has been regarded as one of the most important dimensions of cultural differences in human social behavior (Kagiticibasi, 1997). The macro social stress research of Boehnke, Regmi and others (1994) aims at shedding light on the interrelation of values, feelings of personal/ micro-social and macro-social stress and psychosocial well being in East and West Germany in contrast to two quiet different cultures namely the Asian countries of Nepal and Fiji. The Schwartz value survey (Schwartz,1992) was used to explore value orientation, Goldenring- Doctor Scale of existential worries (Goldenring- Doctor, 1986) was used to gain information feelings of micro-macrosocial stress whereas different scale were used to measure mental health. With regard to worries substantial gender differences were found for personal and macro-social worries. They were higher for women then they were for

Author α: Ph.D Scholar, Mewar University, Rajasthan, India.
Author σ: Professors, Tribhuvan University, Kathmandu, Nepal.
e-mail: rkedarnp@yahoo.com

© 2015 Global Journals Inc. (US)

men in both cultures. For microsocial worries neither culture nor sample differences were found. For mental health scores no differences between West Germany and Nepal were found.

In all four samples, security, achievement, and hedonism, values were positively related to personal and microsocial worries. Universalism, benevolence, and self direction were positively related to microsocial worries. All in all, the first hypothesis was confirmed. Feelings of personal/microsocial stress are more or less closely related to different value preferences, the letter two openness and self- transcendence value preferences. Second hypothesis stated that feelings of microsocial stress would not be related negatively to mental health. This hypothesis was confirmed in a convincing manner.

The study had also focused on the individual and collective values of government officers in relation to their level of stress. Nepal has multi-cultural and multi-ethnicity where values of individual is guided by their social, cultural, environmental, educational and professional orientation. The study had examined the inter-relationship between the values and role stress. Every human being is the part of society so s/he has to play the individual as well as social or collective role in society. So it was observed that one individual has both types of values. Some previous research also suggested that both "individualistic" and "collectivistic" elements are coexisting within a given culture (Mishra, 1994; Sinha D. & Tripathi, 1994). But it is also observed that perception and practices of one individual may vary because of their own interest or interest of their phenomena. It is true that there is no 100% similarity between the perception and practices; what people perceive may not be visible in their daily practices also so some previous study also supported this argument. In another study individualism and collectivism found in a given culture can vary widely depending on its ecological and historical circumstances (Berry J. W., 1994).

From the previous study and observation of field also, it was found that sometimes values creates the conflict between the family members, organizational staffs, management and employee etc. Clarke , Preston, Raksin and Bengtson investigated that conflicts between parents and children's found on habits and life style choices whereas children indicated on communication and interaction style(1999). Similarly, Brunswick examined age differences in black and white populations regarding outlook on life, international tolerance and hostility, and attitude towards the advocacy of violence. The researcher concluded that education might be an important determinant of generational difference as age (Brunswick, 1970).

Value is one of the determinants of our personality. Keeping this in view, Individualistic – Collective value scale developed by (Mishra, 1994)is used for this study. The individualistic values include personal happiness, autonomy, ambitiousness, physical comfort, advancement, achievement, independence, personal benefits, economic gains and assertiveness. The collectivistic values include welfare of others, obedience, dependency, tolerance of others, true friendship, altruism, modesty, reciprocation, social interaction, and enduring relationships.

II. Methods

The study is based on the quantitative data collected by using the structured questionnaires developed by R. C. Mishara (1994). The cross-sectional data was collected to test the hypothesis. The sample of the present investigation comprised of 284 Nepal government employees belonging to section officer level to especial class (Secretary) levels, randomly selected from various Ministries and departments of government of Nepal. The study was conducted in 2013 in Kathmandu valley. The developed questionnaire was ensuring the reliability and validity of instrument by test-retest method. Data was analyzed by using the SPSS (data analysis software). The statistical tools; descriptive analysis, ANOVA and multiple comparisons were done to present the data. The data presented in tabulation form in result section of this study.

III. Results

The study was conducted among the 284 government officer where in total 80.3% were male. Level of education found thatin total 80.6% respondents had completed Master level followed by 17.3% had completed bachelor level and 2.1% had PhD also. Occupation wise, in total 53.5% respondents were participated from the technical group followed by 46.5% were from the non-technical group.

a) Job holders' values

Table 1 : Stress check list score by job holders value

Stress check list score by job holders value					
Job holders value	N	Mean	Std. Deviation	Std. Error Mean	P-value
Individual value	138	3.96	2.88	0.24	0.036
Collective value	116	3.15	3.29	0.31	

Data source: Field survey, 2013

© 2015 Global Journals Inc. (US)

There was significant different found between the individual/collective values and the level of stress among the government level technical and non-technical officers at the 0.036 significant levels. The mean of individual value is 3.96 which is slightly greater than the collective value (3.15).

b) Individualistic values and level of stress

Study was focused to find out the difference between the individual and collective values. The table no. 2 shows that out of total 132 non-technical officer, 2 people had little individual values categories as followed by 38 had average value, 83 had much and 9 had very much. Similarly, out of total 152 technical officers, 38 had informed that they had average individual values categories followed by 106 had much and 8 had very much.

As compared with non-technical and technical officers, 2 (5.89%) persons had high level of stress who had adopted the very much individual values categories among the non-technical officer followed by 2 (5.71%) persons had high level of stress who had also very much individual values categories. 23 (67.64%) non-technical officers who had adopted the much individual values reported high level of role stress followed by 26 (74.28%) technical officer reported the same. Similarly, who had average level of individual value among the non-technical officers, 8 (23.52%) respondents reported high level of role stress followed by 7 (20%) respondents of technical officers also reported the high level of role stress that had the average individual values categories.

As compared between the technical and non-technical officers, level of stress found mostly similar.

Table 2 : Individual values categories and Occupation

Occupation	Level of Total Role Stress	Individual values categories				Total
		Little	Average	Much	very much	
Non-technical	Low	1	8	18	1	28
	Moderate	0	22	42	6	70
	High	1	8	23	2	34
	Total	2	38	83	9	132
Technical	Low	0	14	28	1	43
	Moderate	0	17	52	5	74
	High	0	7	26	2	35
	Total	0	38	106	8	152
Total	Low	1	22	46	2	71
	Moderate	0	39	94	11	144
	High	1	15	49	4	69
	Total	2	76	189	17	284

Correlation between Individual values and occupation

Occupation		Value	Asymp. Std. Error[a]	Approx. T[b]	Approx. Sig.
Non-technical	Pearson's R	.047	.088	.531	.596[c]
Technical	Pearson's R	.115	.078	1.420	.158[c]
Total	Pearson's R	.078	.058	1.306	.193[c]

Data source: *Field survey, 2013*

There was no significant relation found between the individual values and level of total role stress in case of non-technical officers ($r = .047$, $p = .088$) and technical officers ($r = .115$, $p = .078$). On the basis of this data, *the hypothesis'there is significant relationship between the individual value and level of stress' is rejected.*

c) Collective values and level of stress

Researcher had also identified the level of total role stress who had adopted the collective values. The data shows that out of 34 non-technical officers who had high level of total role stress; 1 (2.95%) had adopted little collective value, followed by 6 (17.65%) had average, 24 (70.58%) had much and 3 (8.83%) had very much collective value. Similarly, 35 non-technical officers reported that they had high level of total role stress who had adopted collective values. 3 (8.57%) had average collective value followed by 27 (77.14%) had much and 5 (14.28%) had very much.

As compared with the technical and non-technical officers, technical officers had high level of role stress that had very much collective value than the non-technical officers.

© 2015 Global Journals Inc. (US)

Table 3 : Collective values categories and Occupation

Occupation	Level of Total Role Stress	Collective values categories				Total
		Little	Average	Much	Very much	
Non-technical	Low	0	6	18	4	28
	Moderate	0	23	42	5	70
	High	1	6	24	3	34
	Total	1	35	84	12	132
Technical	Low	0	5	36	2	43
	Moderate	0	10	58	6	74
	High	0	3	27	5	35
	Total	0	18	121	13	152
Total	Low	0	11	54	6	71
	Moderate	0	33	100	11	144
	High	1	9	51	8	69
	Total	1	53	205	25	284

Correlation between collective values and Occupation					
Occupation		Value	Asymp. Std. Error[a]	Approx. T[b]	Approx. Sig.
Non-technical	Pearson's R	-.035	.088	-.398	.691[c]
Technical	Pearson's R	.097	.078	1.192	.235[c]
Total	Pearson's R	.017	.059	.286	.775[c]

Data source: *Field survey, 2013*

There was no significant relation found between the collective values and level of total role stress in non-technical officers (r = -.035, p = .088) and technical officers (r = .097, p = .078).

In the comparison between the individual and collective values, level of stress was found higher among those officer who took collective value very much (8) than those officers who took individual value very much (4).

d) Total role stress between the officers having the individualistic values and the collectivistic values

Level of total stress was also measured on the basis of respondents who had adopted the collective and individual values. In total 69 (24.29%) had high level of total role stress followed by 144 (50.70%) had moderate level of stress and 71 (25%) had low level of total role stress.

In total, 5 people had high level of role stress who had high level of values followed by 10 had moderate level stress having with moderate level values and 56 had low level of stress having with low level of value.

Table 4 : Level of Total Role Stress and CV/IV

Level of Total Role Stress	Collective Values – Individual Value with stress				Total
	No stress	Low	Moderate	High	
Low	7	56	6	2	71
Moderate	14	115	10	5	144
High	9	50	5	5	69
Total	30	221	21	12	284

Chi-Square Tests			
	Value	df	Asymp. Sig. (2-sided)
Pearson Chi-Square	3.039[a]	6	.804

Data source: Field survey, 2013

There was no association found between the collective values and individual values with total role stress at the P = .804 significant levels at 95% confidence interval.

e) ANOVA of Individual/collective values with technical and non-technical officer

Analysis of variance was done among the total respondents having with individual and collective values.

© 2015 Global Journals Inc. (US)

Table 5 : ANOVA of Individual/collective values with technical and non-technical officers

		Sum of Squares	df	Mean Square	F	Sig.
Individual Values	Between Groups	313.254	8	39.157	1.909	.060 (NS)
	Within Groups	4163.288	203	20.509		
	Total	4476.542	211			
Collective values	Between Groups	110.665	8	13.833	.715	.678 (NS)
	Within Groups	3925.161	203	19.336		
	Total	4035.825	211			
TOTAL	Between Groups	692.713	8	86.589	1.426	.187 (NS)
	Within Groups	12324.268	203	60.711		
	Total	13016.981	211			

Data source: Field survey, 2013

There was no significant difference found between the technical and non-technical officer regarding their individual values (F = 1.909 at p = .060) and collective values (F = .715 at p = .678) in total. The data showed that collectivistic value seems to be higher than the individualistic value. The reason behind may be organizational value in government offices are similar either for technical officer or non-technical job. In Nepalese context, the job has not been taken seriously or professionally as it should be. The data also indicates that both values are overlapping each other and affects behaviour. It is evident that Nepalese society seems to be still collectivistic in its nature and people's behaviour by an large dominated by this value which is support by this date. However, in relation to the organization and professional development or progress employee may exert more individualistic value in organization or in the join either it is technical or non-technical job.

f) Multiple Comparisons of position and individual and collective value:

Table 6 : Multiple Comparisons of position and individual and collective value

(I) Position	(J) Position	Mean Difference (I-J)	Std. Error	Sig.
Class I	Class III	4.379*	1.317	.003
	Class II	3.120	1.484	.109
Class II	Class III	1.259	1.138	.809

*Note: * the mean difference is significant at the 0.05 level.*

Data source: *Field survey, 2013*

The individual and collective value was analyzed on the basis of position of respondents. There was significant difference found between the class I and class III at P = .003. Similarly, there was no significant difference between the class I and class II (P = .109) and class II and class III (P = .809).

The significant difference of value as the data showed between class I and III is at 0.5 level. Such type of finding indicates that the junior level officer accept higher level officer value easily and work smoothly without feeling stress. It is a kind of confirmatory behavior.

In day to day observation Nepalese value system is still seems to be confirmatory. But class II level officer differ in both I/C value among class I and III officer due to various reasons. The reason might be class II officer working very closely with both level and conflict may occur now and then in their work life. Another cause might be class II officer has to play the role of link pin between the class I and III officer and very often communication gap may create misunderstanding among them. Such misunderstanding and their perception may create value differences between class I, II and III respectively.

g) Mean value of Male and female

Table 7 : Mean value of Male and female

Group Statistics					
	Gender	N	Mean	Std. Deviation	Std. Error Mean
Individual values categories	Male	228	3.79	.545	.036
	Female	56	3.71	.594	.079
collective values categories	Male	228	3.89	.524	.035
	Female	56	3.91	.549	.073

Data source: *Field survey, 2013*

Comparatively, the mean value of male was found higher in individual value whereas mean value of female was higher in collective value. The data showed that female believed in collective values more than the

© 2015 Global Journals Inc. (US)

male. In the Nepalese context, even educated and more empowered females also believe in social values, cultural norms, ritual and collective decision of family and organization. In Nepalese society, gender role is also perceived differently. In general, gender refers to the biological and social differences between men and women. Gender is a socio-economic and cultural construct for differentiating between roles, responsibilities, constraints, opportunities and needs of women and men in a given context. A basic distinction between men and women which is socially and culturally determined creates unequal power relation in our social life. Thus, an understanding of the unequal power relations between women and men is necessary to be familiar with the basic problems in gender relations. Power is directly related to gender with regard to the access, distribution and use of resources, which are unequally distributed between women and men (Lazim, 2011, p. 168).

h) Sex wise individual values

The study had analysed the data on the basis of sex distribution of respondents. In total, average individual value was higher among the female (35.7%) than male (24.6%) whereas much individual value was higher among the male (68.9%) than female (57.1%). Similarly, the data of table no. 8 reported that occupation wise also average values was higher among the female (37.5%) of non-technical than male (26%) whereas much value was higher among the male (65%) than female (56.2%). Females of technical group were also reported average individual valueshigher than male whereas much value was reported higher among the male (71.9%) than female (58.3%).

Table 8 : Sex wise individual values

Crosstab								
Occupation				Individual values categories				Total
				Little	Average	Much	very much	
Non-technical	Gender	Male	Count	2	26	65	7	100
			% within Gender	2.0%	26.0%	65.0%	7.0%	100.0%
		Female	Count	0	12	18	2	32
			% within Gender	0.0%	37.5%	56.2%	6.2%	100.0%
	Total		Count	2	38	83	9	132
			% within Gender	1.5%	28.8%	62.9%	6.8%	100.0%
Technical	Gender	Male	Count		30	92	6	128
			% within Gender		23.4%	71.9%	4.7%	100.0%
		Female	Count		8	14	2	24
			% within Gender		33.3%	58.3%	8.3%	100.0%
	Total		Count		38	106	8	152
			% within Gender		25.0%	69.7%	5.3%	100.0%
Total	Gender	Male	Count	2	56	157	13	228
			% within Gender	0.9%	24.6%	68.9%	5.7%	100.0%
		Female	Count	0	20	32	4	56
			% within Gender	0.0%	35.7%	57.1%	7.1%	100.0%
	Total		Count	2	76	189	17	284
			% within Gender	0.7%	26.8%	66.5%	6.0%	100.0%

Chi-Square Tests				
Occupation		Value	df	Asymp. Sig. (2-sided)
Non-technical	Pearson Chi-Square	2.069[b]	3	.558
Technical	Pearson Chi-Square	1.834[c]	2	.400
Total	Pearson Chi-Square	3.664[a]	3	.300

Data source: Field survey, 2013

Sex wise, there was no association (P = .558, .400, .300) between the sex in individual values among the non-technical and technical and total officers respectively.

i) Sex wise collective values

The study had also analysed the status of collective values between the male and females of non-technical and technical officers. The data presented in table no. 9 reported that in total very much collective values was reported higher by females (10.7%) than male (8.3%). Similarly, occupation wise, male (10%) of non-technical officer reported the higher very much collective values than females (6.2%) whereas 16.7% female of technical group reported the very much collective values against the 7% male.

© 2015 Global Journals Inc. (US)

Table 9 : Sex wise collective values

Crosstab								
Occupation				collective values categories				Total
				Little	Average	Much	very much	
Non-technical	Gender	Male	Count	1	27	62	10	100
			% within Gender	1.0%	27.0%	62.0%	10.0%	100.0%
		Female	Count	0	8	22	2	32
			% within Gender	0.0%	25.0%	68.8%	6.2%	100.0%
	Total		Count	1	35	84	12	132
			% within Gender	0.8%	26.5%	63.6%	9.1%	100.0%
Technical	Gender	Male	Count		15	104	9	128
			% within Gender		11.7%	81.2%	7.0%	100.0%
		Female	Count		3	17	4	24
			% within Gender		12.5%	70.8%	16.7%	100.0%
	Total		Count		18	121	13	152
			% within Gender		11.8%	79.6%	8.6%	100.0%
Total	Gender	Male	Count	1	42	166	19	228
			% within Gender	0.4%	18.4%	72.8%	8.3%	100.0%
		Female	Count	0	11	39	6	56
			% within Gender	0.0%	19.6%	69.6%	10.7%	100.0%
	Total		Count	1	53	205	25	284
			% within Gender	0.4%	18.7%	72.2%	8.8%	100.0%

Chi-Square Tests				
Occupation		Value	df	Asymp. Sig. (2-sided)
Non-technical	Pearson Chi-Square	.905[b]	3	.824
Technical	Pearson Chi-Square	2.480[c]	2	.289
Total	Pearson Chi-Square	.633[a]	3	.889

Data source: Field survey, 2013

Sex wise, there was no association (P = .824, .289, .889) between the sex in collective values among the non-technical, technical and total officers of the study areas respectively.

IV. Discussions

The main objective of this study was to explore the inter-relationship between the values (individual & collective) and role stress. There was significant difference found between the individual and collective values among the government officers. Working environment, organizational relationship, facilities and incentives determined the level of stress of individual staff. The finding of this study is also supported by the previous study. A 2007 Euro found report on work-related stress looks in detail at the issue of stress, noting that stress occurs in many different circumstances, but is particularly strong when a person's ability to control the demands of work is threatened. Insecurity about successful performance and fear of negative consequences resulting from performance failure may evoke powerful negative emotions of anxiety, anger and irritation. The stressful experience is intensified if no help is available from colleagues or supervisors at work. Therefore, social isolation and lack of cooperation increase the risk of prolonged stress at work. Conversely, work tasks with a high degree of personal control and skill variety, and a work environment with supportive social relationships; contribute to workers' wellbeing and health (Europen Foundation, 2010). The role stress has multiple effects in the individual, social and professional life. Stress can fully destroy the human life also. Hotopf. & Wessely had explained about the implications of work-related stress include the effects on worker satisfaction and productivity, their mental and physical health, absenteeism and its economic cost, the wider impact on family function and finally, the potential for employer liability. While depression is the most likely adverse psychological outcome, the range of other possible ''psychological'' problems include ''burnout,'' alcohol abuse, unexplained physical symptoms, 'absenteeism,'' chronic fatigue and accidents, sick building syndrome and repetitive strain injury(Hotopf & Wessely, 1997).

Occupational stress has been noted as an increasing problem for employees. Evidence has been presented to suggest that occupational stress is related to mental and physical well-being, job satisfaction, absenteeism, turnover rate and intent to quit (Ganster, 1991; Sullivan, 1992). One of the most damaging effects of work stress is its impact on the economy. It is estimated that US industry loses about 550 million working days each year due to absenteeism, and 54 per cent of them are in some way stress related (Elkin, 1990). Cooper and Cartwright estimated that overall 360 million working days are lost in the UK annually through sickness; out of which about half are stress related (Cartwright, 1997).Therefore it is important to identify the

© 2015 Global Journals Inc. (US)

potential occupational stressors, and to find variables, which have beneficial consequences for both employees and organizations. Chiu and Kosinski argued that stress is influenced by cultural and social variables such as values, attitudes, and perception(Chiu & Kosinski, 1995).

A study conducted by Maria Vakola and Ioannis Nikolaou explores the linkage between employees' attitudes towards organizational change and two of the most significant constructs in organizational behavior; occupational stress and organizational commitment. Data was collected from the 292 participants. The results were in the expected direction showing negative correlations between occupational stressors (low salary) and attitudes to change (turnover intentions), indicating that highly stressed individuals demonstrate decreased commitment (showed poor performance) and increased reluctance to accept organizational change interventions. The most significant impact on attitudes to change was coming from the consequence of inappropriate work relationships emphasizing the importance of that occupational stressor on employees' attitudes towards change. The results did not support the role of organizational commitment as a moderator in the relationship between occupational stress and attitudes to change (Vakola & Nikolaou, 2005, p. 160). Gorodnichenko and Roland found that the individualism-collectivism cultural dimension has an important and robust causal effect on innovation and long run growth of employees. Job performance feedback provides deficit about their performance (Gorodnichenko & Roland, 2011).

V. Conclusion

The study found that there was significant difference between the individual and collective value in relation to the role stress. The mean score of individual's value is comparatively higher than the collective value. It was known that in professional life, government employees were dominated by the individual value which was needed to improve because organizational value should be dominated by the collective interest or values. Organization is the collective place established for the welfare of people. Organization has one common goal, mission, policies, system and program which are guided by the collective norms and values so during the time of organizational work, each employee should take it seriously. In relation to the level of stress, it was observed that level of stress was found higher among those officers who took collective value very much (8 respondents) than those officers who took individual value very much (4 respondents).But the result found some how different. Similarly, level of stress was found significantly higher among the non-technical officers than the technical officers. Technical job is understood more specific and serious job than the non-technical officer so there is gap to explore the factors affected the level of stress of technical and non-technical officers. Non-technical have low self esteem than the technical officers. They also lack work autonomy. The senior officers should play the role of mentors for junior officers and develop value of positive work culture which may enable and foster the organizational value positive and can hope better quality life and performing culture.

References Références Referencias

1. Berry, J. W. (1994). Ecology of individualism and collectivism. In U. Kim, H. C. Kagiticibasi, S. Choi, & Y. G. (Eds), *Individualism and collectivism: Theory, method and applications* (pp. pp.77-84). London: Sage.
2. Berry, J., Poortinga, Y. H., Segall, M., & Dasen, P. (1992). *Cross Cultural psychology: Research and application.* New York: Cambridge University Press.
3. Boehnke, k, Regmi and others (1994) Worries, Values and Well-Being: A Comparison of East and West Germany, Nepalese, and Fijian Under-graduates . "Key Issues In Cross-Cultural Psychology". (1996). Edited by H. Grad, A. Blanco, J. Georgas. Lisse: Swets & Zeitlinger, Netherlands.
4. Brunswick, A. (1970). What is generation gap? A comparison of some generational differences among Blacks and Whites. *Social Problem, 17*(3), 371-385.
5. Cartwright, S. &. (1997). *Managing workplace stress.* Thousand Oaks CA: Sage.
6. Chiu, R., & Kosinski, F. (1995). Chinese Cultural Collectivitism and Work related stress: Implication for employment Counsellors. *Journal of Employment Counselling, 32*(3), 98-110.
7. Clark, E. J., Preston, M., Raksin, J., & Bengtson, V. (1999). Types of conflicts and tensions between older parents and adult children. *Gerontologist, 39*(3), 261-270.
8. Elkin, A. &. (1990). Promoting mental health at the workplace. Occupational Medicine. *State of the Art Review, 5*(4), 734–754.
9. Europen Foundation. (2010). *Work-related stress: European Foundation for the Improvement of Living and Working Conditions.* Ireland: www.eurofound.europa.eu.
10. Ganster, D. &. (1991). Work stress and employee health. *Journal of Management, 17*, 235–272.
11. Goldenring, J, & Doctor, R. (1986). Teenage worry about nuclear war: North American and European Questionnaire studies. *International journal of Mental Health*, 15,72-92.
12. Gorodnichenko, Y., & Roland, G. (2011). Which Dimensions of Culture Matter for Long-Run Growth? *American Economic Review Papers and Proceedings, 101*(3), 492-498.
13. Hofstede, G. (1980). *Culture's consequences: International differences in work-related values.* Beverly Hills VA: sage.

© 2015 Global Journals Inc. (US)

14. Hotopf, M., & Wessely, S. (1997). Stress in the workplace: unfinished business. *Journal of Psychosom Research, 43*(1), 1– 6.
15. Kagiticibasi, C. (1997). Individualism and collectivism. In S. &. J. W. Berry, *Handbook of Cross-cultural psychology* (Vol. 3, pp. 1-50). Boston: Allin & Bacon.
16. M, H., & S., W. (1997). Stress in the workplace: unfinished business. *Journal of Psychosom Research, 43*(1), 1– 6.
17. Mishra, R. (1994). Individualist and collectivist orientations across generations. In H. C. U. Kim, *Individualism and collectivism: Theory, method and applications* (pp. 225-238). Thousand Oaks: Sage.
18. Rokeach, M. (1973). *The Nature of human values.* New York: Free Press.
19. Sinha D., & Tripathi, R. C. (1994). Individualist and collectivist culture: A Case of coexistence of opposites. In H. C. U. Kim, *Individualism and collectivism: Theory, method and applications,* (pp. 225-238). Thousand Oaks: SAGE.
20. Spranger, E. (1928). *Types of Men.* New: Hafner Publishing Company.
21. Sullivan, S. &. (1992). Organizational stress, job satisfaction and job performance: Where do we go from here? . *Journal of Management, 18*, 353–374.
22. Schwartz, S. H. (1992). Universals in the content and structure of values: theoritical advances and empirical tests in 20 countries. advances in Experimental Social Psychology,25, 1-65.
23. Triandis, H., Bentempo, R., Villarieal, M. J., Asai, M., & Lucca, N. (1988). Individualism and collectivism.: Cross cultural perspectives on self-ingroup ralationships. *Journal of Personality and Social Psychology, 54*, 323-338.
24. Vakola, M., & Nikolaou, I. (2005). Attitudes towards organizational change What is the role of employees' stress and commitment? *The Emerald, Vol. 27* (No. 2), 160-174.

© 2015 Global Journals Inc. (US)

This page is intentionally left blank

© 2015 Global Journals Inc. (US)