



## Research Article/Araştırma Makalesi

### Demographic Dynamics in Organizational Stress and Coping Stress Perceptions: A Comprehensive Analysis

#### *Kurumsal Stres ve Stresle Başa Çıkma Algısında Demografik Dinamikler: Kapsamlı Bir Analiz*

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#### Abstract

This study aims to assess both the stress levels of employees and identify the sources of stress. Data for the research were collected through questionnaires distributed to 60 employees via online surveys. The instruments utilized for data collection included the personal information form, organizational stress scale, and stress coping scale. The initial phase of data analysis focused on revealing the demographic characteristics of the workers. Subsequently, analyses were conducted to explore potential correlations between organizational stress, stress-coping mechanisms, and demographic variables. While socio-demographic variables are commonly treated as control variables in organizational stress research, this study distinguishes itself by placing them at the forefront. Its objective is to comprehend the influence of gender, age, educational background, marital status, income levels, titles, and total work experience on individuals' perspectives regarding organizational stress and stress coping. Examining survey data from Assist Company, a subsidiary of Turk Telekom, the study uncovers that male employees tend to display greater resilience to organizational stress. Additionally, unmarried workers demonstrate a higher efficacy in coping with stress compared to their married counterparts. The paper concludes with implications for managerial applications, theoretical insights, and suggestions for future research directions. In conclusion, the study recommends that firms consider implementing stress coping methods, techniques, and programs. Furthermore, it suggests organizations identify the specific factors within their structure that contribute to stress among employees.

**Jel Codes:** M1, M10, O15

**Keywords:** Stress, Stress Management, Organizational Stress

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## Öz

Bu çalışma, çalışanların stres düzeylerini belirlemek ve stres kaynaklarını ortaya koymak amacıyla yapılmıştır. Araştırma verileri anket yöntemi ile elde edilmiştir. İnternet üzerinden yapılan ankete, 60 çalışan katılmıştır. Araştırma verilerini elde etmek için Kişisel Bilgi Formu, Örgütsel Stres Ölçeği ve Stresle Başa Çıkma Ölçeği kullanılmıştır. Toplanan verilerin çözümlenmesinde, öncelikle çalışanlara ait demografik özelliklerine ilişkin bulgular ortaya çıkarılmıştır. Daha sonra, örgütsel stres ölçeği ve stresle başa çıkma ölçeğinin; demografik değişkenlere göre farklılaşıp farklılaşmadığını belirlemek üzere analizler yapılmıştır. Sosyodemografik değişkenler örgütsel stres araştırmalarında sıklıkla kullanılsa da literatürde çok da üzerinde durulmayan ve arka planda kalan değişkenlerdir. Bu çalışma, önceki araştırmalardan farklı olarak sosyodemografik değişkenleri odak noktası olarak almış ve cinsiyet, yaş, eğitim durumu, medeni durum, gelir düzeyi, unvan ve toplam iş deneyiminin bireylerin örgütsel stres ve strese ilişkin bakış açılarını nasıl etkilediğini anlamayı amaçlamaktadır. Türk Telekom'un iştiraki Assist Company'den toplanan anket verileri incelendiğinde, erkek çalışanların örgütsel strese karşı daha dayanıklı oldukları, evli olmayan çalışanların ise stresle baş etmede evli meslektaşlarına göre daha yüksek düzeyde etkili oldukları ortaya çıkıyor. Bulgulara dayanarak, makale aynı zamanda yönetimsel uygulamalara, teorik iç görüleri ve ileriye dönük araştırmalara yönelik yönlendirmelere ilişkin sonuçları da incelemektedir. Araştırma sonunda, işletmelere, stresle başa çıkma yöntem, teknik ve programlarından yararlanmaları ve örgütlerinde, stres yaratan faktörleri belirlemeleri konusunda önerilerde bulunulmuştur.

**Jel Kodları:** M1, M10, O15

**Anahtar Kelimeler:** Stres, Stres Yönetimi, Örgütsel Stres

## 1. Introduction

Today, competition is increasing, and traditional values are undergoing radical changes. Traditional values have been replaced by new phenomena, such as self-control over discipline, creativity over efficiency, consensus over power, and decentralized management over centralized management. This shift in values has undoubtedly prompted changes in the tools and methods necessary for successful management. Many methods that previously yielded successful results can now be easily imitated and applied. Consequently, businesses must develop new tools to enhance their competitiveness, necessitating a departure from traditional methods (Unutkan, 1995). In this context, organizational stress emerges as a focal point in response to the ongoing search for innovative approaches.

Stress, a timeless aspect of human history, permeates every facet of life. While generally perceived as a negative emotion, stress can mobilize individuals and societies, propelling them towards seeking, working, and creating innovations. Stress's impact as a problem arises when it becomes either excessive or insufficient. Each individual has a positive stress level at which they can work comfortably and productively. Effectively coping with stress requires recognizing situations where an individual surpasses or falls below this positive stress level and striving to maintain an appropriate stress level (İlgar, 2001).

In the dynamic landscape of contemporary workplaces, stress has become a pervasive element shaping the daily experiences of employees. It is not a sporadic occurrence but a persistent force influencing the professional narrative. As organizations navigate the delicate balance between optimizing efficiency and safeguarding the well-being of their workforce, understanding the intricate interplay between individual perceptions of workplace stress and coping strategies becomes increasingly crucial (Selye, 1976; Hobfoll, 1989).

This understanding extends beyond academic curiosity; it is a strategic necessity for organizations aiming to foster environments where employees can thrive amid the challenges of the modern professional milieu. Esteemed scholars like Beehr (1995) and Burke (2001) have laid the groundwork, emphasizing the profound impact of demographic variables on the complex dynamics between stress and coping mechanisms. This realization is not just a revelation within psychological circles; it serves as a clarion call for human resources professionals tasked with navigating the labyrinth of employee well-being (Beehr, 1995; Burke, 2001).

Demographic variables, including gender, age, education level, marital status, income, job titles, and total work experience, contribute unique shades to the canvas of stress experience. This diversity results in a dynamic panorama of coping strategies and stressors (Carver & Connor-Smith, 2010). The recognition that diverse demographic groups may manifest unique profiles of stress perception and management prompts a deeper exploration of the complex interplay between individual characteristics and the organizational context.

By unraveling the distinct ways in which various demographic groups perceive and manage workplace stress, this study aims to provide valuable insights for organizations seeking to optimize employee well-being. The intricate linkage between demographics and stress

dynamics serves as a gateway to customized interventions and strategies for health care and burnout prevention (Quick & Quick, 1984). Essentially, it offers organizations the opportunity to tailor their approaches, acknowledging and accommodating the unique perspectives and needs of their workforce.

The ultimate goal is not only to decode the intricacies of stress within organizations but to pave the way for targeted interventions. In doing so, we aim to contribute to the development of strategies that resonate with the diverse employee base, fostering a workplace culture that not only recognizes individual differences but actively supports and promotes the well-being of all employees (Johnson & Indvik, 2001). This research sets out to create a more comprehensive and nuanced understanding of the factors that drive stress management within organizations, ultimately striving for workplaces that are not just productive but genuinely supportive of their most valuable asset-their people.

## **2. Literature Review and Theoretical Development**

### **2.1 Organizational Stress**

Organizational stress refers to the psychological and physiological reactions individuals experience while working in demanding and stressful work environments. This encompasses various stressors such as overload, role confusion, interpersonal conflict, time constraints, and job insecurity, among others (Quick & Quick, 1984; Beehr, 1995). The significance of organizational stress lies in its potential impact on both individuals and the organization itself. Persistent exposure to high levels of organizational stress has been linked to negative outcomes for employees, including burnout (Maslach & Leiter, 2008), reduced job satisfaction (Schaufeli & Bakker, 2004), and compromised physical and mental health (Sauter et al., 1990). These outcomes, in turn, can lead to delays, increased turnover, and impaired overall organizational performance (Kahn et al., 1964). Moreover, organizational stress can adversely affect workplace dynamics and team interactions, influencing communication, cooperation, decision-making, and hindering the achievement of organizational goals (Zohar, 1997). Therefore, understanding organizational stress and its various dimensions is crucial for both employee well-being and organizational effectiveness.

Organizational stress originates from diverse sources in the work environment, significantly impacting employee well-being and job performance. Common stressors include workload and time pressure, role ambiguity, and role conflict, all of which affect an individual's ability to manage their responsibilities (Quick & Quick, 1984; Beehr, 1995). Lack of control over personal tasks or decisions and interpersonal conflicts can also contribute to stress (Burke, 2001; Schaufeli & Bakker, 2004). Factors such as job insecurity, limited social support, challenges of organizational change (e.g., mergers and reorganizations), insufficient resources, unsafe conditions, and problems related to work-life balance further contribute to elevated stress levels (Lazarus & Folkman, 1984; Hobfoll, 1989; Sauter et al., 1990; Carver & Connor-Smith, 2010). Additionally, career-related stress, ethical dilemmas, discrimination, and perceptions of injustice in the workplace can amplify employee stress (Zohar, 1997; Schaufeli & Taris, 2014). By comprehending and managing these multifaceted sources of



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organizational stress, employers can create a healthier, more supportive work environment that enhances employee well-being and performance.

When examining sociodemographic factors influencing organizational stress, it is essential to consider internal variables over which the firm has limited control, such as age, gender, and marital status, as well as derived variables where the company may have more influence, such as income level, job title, overall experience, etc. Unlike previous studies that often treat these factors as control variables, this study highlights them as primary dependent variables.

Research on gender and organizational stress suggests that both men and women experience stress, but the sources and manifestations may vary. While some studies suggest that women may be more susceptible to certain stressors due to social and organizational factors, such as role overload and work-family conflict (Acker, 1990; Staines et al., 2008), others propose that men and women may experience different stressors based on their roles and responsibilities in the organization. For instance, male workers may face stressors associated with traditional norms of masculinity, such as pressure to be the primary breadwinner or exhibit emotional restraint (Liu & Iles, 2017). On the other hand, women may encounter stressors related to sexism or the "glass ceiling" phenomenon limiting career advancement (Pleck et al., 1980; Lyness & Thompson, 2000). Some studies, however, indicate that both genders face similar levels of organizational stress (Kumasey et al., 2014). Based on the literature review, the following hypotheses are proposed.

*H<sub>1</sub>: Employees' views on organizational stress differ according to their gender.*

Research on the relationship between age and organizational stress has yielded diverse findings. While older workers may possess more experience and coping mechanisms, their susceptibility to stressors remains influenced by specific work conditions and personal factors. Some studies propose that older workers might be less affected by certain stressors, attributing this resilience to their accumulated experience and well-developed coping strategies. For instance, the argument is made that older workers may have refined stress management techniques over the years, resulting in lower perceived stress levels (Herschcovis & Reich, 2013). Additionally, the wealth of skills and knowledge acquired by older workers may render them more resilient to particular stressors, such as role conflict (Häusser et al., 2010).

Contrastingly, other studies posit that older workers may encounter unique age-related stressors, including concerns about job security, technological change, and potential age discrimination (Chiu & Ng, 2015). Stress may arise from feelings of undervaluation or challenges in adapting to new work methods among older workers (Warr & Jackson, 1985). These findings suggest that despite the potential advantages of experience and coping strategies, older workers may still face stressors linked to their age and evolving work environments.

Based on the literature review, the proposed hypothesis is that the relationship between age and organizational stress is multifaceted. While older workers may exhibit resilience to certain stressors, they may also encounter specific age-related stressors that contribute to

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their overall stress levels. The complexity of this relationship warrants further investigation to better understand the nuanced interplay between age and organizational stress.

*H<sub>2</sub>: Employees' views on organizational stress differ according to their age.*

Research exploring the relationship between education and organizational stress presents a nuanced perspective, wherein the connection between education level and stress sensitivity is shaped by various factors. Some studies propose that higher education may elevate job demands and responsibilities, potentially leading to increased stress levels (Koeske & Koeske, 1993). Higher-educated employees often hold positions with greater decision-making authority and complex tasks, contributing to heightened stress (Büssing et al., 1999).

Conversely, other research contends that higher education equips individuals with the skills and resources necessary to cope more effectively with stressors (Hobfoll, 1989). Better-educated workers may possess enhanced problem-solving skills and have access to robust social support networks, potentially mitigating the impact of stress (Chandola, 2010). Thus, the literature presents a dual perspective on the relationship between education level and organizational stress, acknowledging both potential exacerbating factors and protective mechanisms.

Based on the literature review, the proposed hypothesis is that the relationship between education and organizational stress is multifaceted. While higher education may contribute to increased job demands and responsibilities, it may also empower individuals with coping skills and support networks, potentially mitigating the effects of stress. The intricate interplay between education and stress sensitivity calls for further examination to better comprehend the dynamics of this relationship.

*H<sub>3</sub>: Employees' views on organizational stress differ according to their educational level.*

The relationship between marital status and organizational stress is intricate and subject to variations based on individual circumstances and organizational contexts. While some research suggests that married workers may face different stressors compared to their single counterparts, it is crucial to recognize that the impact of marital status on organizational stress is shaped by numerous factors, including family responsibilities, work-life balance, and personal coping mechanisms.

Barnett & Hyde (2001) discuss distinct stressors that married and single workers might encounter concerning their work-family balance. The study indicates that married workers, especially women, may experience heightened levels of work-family conflict due to the additional responsibilities of managing both work and family roles. On the contrary, Voydanoff (2004) found that work-family conflict is influenced by both work-related and family-related factors, irrespective of marital status. This implies that stress levels are affected by factors such as job demands, flexibility, and support at work, as well as family responsibilities, regardless of an individual's marital status.

Simultaneously, certain studies argue that both married and single employees may experience similar levels of organizational stress (Kumasey et al., 2014). It's essential to note

that individuals' coping strategies and social support networks play a significant role in stress management. The presence of a supportive spouse or partner might potentially alleviate stressors for married workers, while single workers may rely on alternative forms of support.

Based on the literature review, the proposed hypothesis is that the relationship between marital status and organizational stress is multifaceted. While marital status may influence the types of stressors individuals face, the overall impact is contingent on various factors, including work-family balance, job demands, and available support networks. The complexity of this relationship underscores the need for further exploration to gain a comprehensive understanding of the dynamics at play.

*H<sub>4</sub>: Employees' views on organizational stress differ according to their marital status.*

The relationship between salary and organizational stress is intricate and subject to various influencing factors. The research findings indicate that individuals with high incomes may encounter both advantages and challenges concerning stress. High-income employees often hold positions with elevated responsibility and decision-making authority, potentially leading to heightened stress levels due to increased performance pressures (Büssing et al., 1999). Moreover, those with higher incomes may face greater productivity expectations and contend with more demanding workloads (Johnson & Indvik, 2001).

Conversely, other research suggests that higher income levels endow individuals with additional resources and coping mechanisms, potentially mitigating the impact of stressors (Hobfoll, 1989). Financial security, associated with higher incomes, can alleviate stress caused by concerns about job security or personal finances (Chandola, 2010). This dual perspective on the relationship between salary and organizational stress underscores the complexity of this dynamic.

Based on the literature review, the proposed hypothesis is that the relationship between salary and organizational stress is multifaceted. While high-income individuals may experience increased stress due to elevated job demands, they may also benefit from greater resources and financial security, potentially mitigating the impact of certain stressors. Further exploration is warranted to comprehensively understand the nuanced interplay between salary levels and organizational stress.

*H<sub>5</sub>: Employees' views on organizational stress differ according to their salary.*

The relationship between job titles and organizational stress is complex and subject to various influencing factors, often varying based on the role and specific characteristics of individuals in those positions. Research indicates that employees with higher job titles and positions may indeed experience elevated levels of stress due to heightened responsibility, decision-making authority, and visibility (Cartwright & Cooper, 1997). Senior employees often shoulder the burden of organizational expectations and may be under pressure to achieve strategic goals (Pearsall et al., 2009).

However, it is crucial to consider the available resources for those with higher titles. Such employees may have access to more robust support systems, resources, and autonomy, potentially mitigating the effects of stressors (Schaufeli & Bakker, 2004). Additionally, their

accumulated experience and skills may enable them to cope more effectively with stress (Büssing et al., 1999). This dual perspective on the relationship between job titles and organizational stress underscores the importance of considering both the challenges and potential mitigating factors associated with higher-level positions.

Based on the literature review, the proposed hypothesis is that the relationship between job titles and organizational stress is multifaceted. While individuals in higher job titles may experience increased stress due to elevated responsibilities, their access to resources and accumulated skills may contribute to effective stress management. Further exploration is necessary to gain a comprehensive understanding of the intricate interplay between job titles and organizational stress.

*H<sub>6</sub>: Employees' views on organizational stress differ according to their job titles.*

The relationship between work experience and organizational stress is intricate and subject to various influencing factors, creating a multifaceted dynamic. Extensive work experience can equip individuals with valuable job-coping skills and a deeper understanding of their work roles. Research indicates that experienced workers tend to exhibit enhanced stress-coping abilities owing to their accumulated skills, knowledge, and familiarity with work tasks (Hobfoll, 1989). This accumulated experience often leads to increased confidence and a better understanding of how to navigate challenging situations.

Conversely, experienced workers may also face unique stressors associated with higher expectations, demands, and responsibilities in their roles, potentially leading to elevated stress levels (Häusser et al., 2010). Furthermore, workplace changes, such as technological advances or shifts in organizational dynamics, can introduce stress for experienced workers who must adapt to new ways of working (Liu & Iles, 2017). This dual perspective on the relationship between work experience and organizational stress highlights both the advantages of accumulated expertise and the potential challenges associated with heightened responsibilities and adaptability demands.

Based on the literature review, the proposed hypothesis is that the relationship between work experience and organizational stress is multifaceted. While experienced workers may benefit from enhanced coping skills and confidence, they may also face increased stress levels due to elevated expectations and the need to adapt to evolving workplace dynamics. Further exploration is essential to understand comprehensively the nuanced interplay between work experience and organizational stress.

*H<sub>7</sub>: Employees' views on organizational stress differ according to their work experience.*

## **2.2 Coping with Stress**

Coping with work-related stress involves the deployment of strategies, behaviors, and psychological processes by individuals to manage and mitigate the negative effects of stressors in the work environment. This process encompasses adaptive responses designed to diminish the emotional, cognitive, and physiological impact of work-related stressors, ultimately promoting overall well-being and sustaining job performance. A widely accepted

framework proposed by Lazarus & Folkman (1984) categorizes coping strategies into two main types: problem-focused coping and emotion-focused coping. Problem-focused coping entails direct actions aimed at addressing the stressor itself, such as time management, seeking help, or problem-solving. On the other hand, emotion-focused coping involves managing the emotional distress associated with the stressor, including using relaxation techniques, seeking emotional support, or reframing the situation to alter its emotional significance. The effectiveness of coping strategies, as emphasized by a study conducted by LePine et al. (2004), may vary depending on the nature of the stressor and individual differences. Adaptive coping strategies align with the demands of the situation, contributing to stress reduction and improved mental health, while maladaptive coping strategies, such as avoidance or denial, can exacerbate stress and hinder effective stress management.

Despite potential gender influences on the development of coping strategies, it is essential to recognize that both men and women may employ different adaptive and maladaptive strategies. For instance, research conducted by Keogh & Mansour (1998) explored how men and women cope differently with chronic pain, revealing that social and cultural factors may contribute to gender-based differences in coping mechanisms. Notably, gender differences tend to be more pronounced in lower-level positions than in higher-level positions (Narayanan et al., 1999).

Based on the literature review, the proposed hypothesis is that the relationship between gender and coping strategies is nuanced, with both genders potentially employing distinct adaptive and maladaptive strategies. Further exploration is necessary to comprehend the complexities of gender-related differences in coping mechanisms, particularly in the context of work-related stress.

*H<sub>8</sub>: Employees' views on coping with stress differ according to their gender.*

Coping with stress is a multifaceted process shaped by various factors, including personality traits, experiences, support systems, and the nature of the stressor. While older workers have accumulated valuable experience and developed coping mechanisms throughout their careers, it is not definitively established that they are inherently better at coping with stress than their younger counterparts. The effectiveness of coping with stress transcends age alone, necessitating consideration of each individual's unique characteristics and circumstances. Older workers may indeed possess more experience to draw upon, but younger workers may bring fresh perspectives and adaptability to stress (Matthews & McNeely 2009; Zacher & Rudolf, 2021). Both youth and age can serve as protective factors against various types of work-related stressors (Mauno et al., 2013).

Research indicates that older age is not necessarily associated with the likelihood of reporting an event as a stressor, but it is positively related to self-reported use of proactive coping strategies and negatively related to perceived incident severity (Neubauer et al., 2019). This suggests that while older workers may not necessarily encounter more stressors, they may demonstrate greater proactivity in coping and perceive stressors as less severe.

Based on the literature review, the proposed hypothesis is that the relationship between age and coping with stress is nuanced, with both age groups potentially demonstrating unique

strengths and adaptive strategies. Further exploration is essential to gain a comprehensive understanding of the interplay between age and coping mechanisms, particularly in the context of work-related stress.

*H<sub>9</sub>: Employees' views on coping with stress differ according to their age.*

The relationship between education level and stress coping is intricate and influenced by various factors. Higher education is suggested to foster critical thinking and problem-solving skills, contributing to effective stress management (D'Zurilla & Nezu, 2010). Educated individuals may also benefit from greater access to information, support networks, and resources that aid in coping with stress (Wrosch & Scheier, 2003). Education is posited to enhance emotional intelligence, enabling individuals to regulate emotions more adeptly and cope with stressors (Salovey & Mayer, 1990). Additionally, education can promote resilience, facilitating more effective recovery from stressful situations (Luthar et al., 2000).

Furthermore, educated individuals may enjoy better job opportunities, higher incomes, and access to healthcare, which can indirectly influence stress management (Marmot et al., 1997). Education is also seen as an avenue for exposure to various coping strategies, but the effectiveness of these strategies depends on how well they are applied in specific situations (Aldwin, 2007). This multifaceted perspective on the relationship between education level and stress coping acknowledges the potential benefits associated with higher education while recognizing the importance of individual differences and contextual factors.

Based on the literature review, the proposed hypothesis is that the relationship between education level and stress coping is complex, with higher education potentially contributing to enhanced stress-coping abilities. However, the effectiveness of coping strategies may vary based on individual circumstances and the specific context in which they are applied. Further exploration is necessary to comprehensively understand the nuanced interplay between education level and stress coping.

*H<sub>10</sub>: Employees' views on coping with stress differ according to educational background.*

Research on the relationship between marital status and stress coping presents mixed results. While some studies suggest that married individuals experience lower levels of stress due to the availability of social support (Robles et al., 2003), other studies have found no significant differences in coping effectiveness between married and single individuals. Married people often benefit from a built-in social support system in the form of a spouse or partner, providing emotional comfort, practical assistance, and suggestions for coping strategies. Kiecolt-Glaser & Newton (2001) elaborates on how having a supportive partner contributes to improved stress management and health outcomes.

Based on the literature review, the proposed hypothesis is that the relationship between marital status and stress coping is nuanced. While marital status, particularly being married, may be associated with enhanced social support and potential benefits for stress coping, individual differences and various factors may contribute to the mixed findings observed in

previous research. Further exploration is warranted to gain a comprehensive understanding of the intricate interplay between marital status and stress coping.

*H<sub>11</sub>: Employees' views on coping with stress differ according to their marital status.*

The relationship between income level and stress coping is shaped by a complex interplay of personal, environmental, and socioeconomic factors, as indicated by existing research. While higher income may confer certain advantages, including improved access to resources and support, it is crucial to appreciate the nuanced nature of this relationship. Individuals with higher incomes may enjoy enhanced access to resources such as mental health services, recreational activities, and leisure pursuits, contributing to effective stress management (Gallo & Matthews, 2003). Moreover, higher-income individuals are likely to have broader social networks and access to a more extensive support system, which can positively influence stress management (Holt-Lunstad et al., 2010).

Highly compensated workers are also more likely to have increased control over their work environment, better job security, and access to benefits that promote work-life balance, all of which contribute to stress reduction. However, research, such as the Whitehall study (Marmot et al., 1997), suggests that factors like job control and demands may be more influential than income alone in determining stress levels.

Based on the literature review, the proposed hypothesis is that the relationship between income level and stress coping is multifaceted. While higher income may offer certain advantages for stress coping, other factors, such as job control and demands, also play a crucial role. Further exploration is necessary to comprehensively understand the intricate dynamics between income level and stress coping.

*H<sub>12</sub>: Employees' views on coping with stress differ according to their salary.*

The relationship between job title or hierarchical position and stress management is intricate and influenced by a complex interplay of factors, encompassing responsibility, authority, work environment, and personal characteristics. While employees in higher positions may enjoy certain advantages in terms of decision-making and control, a comprehensive understanding of stress management requires consideration of various influencing factors.

Employees with higher positions typically wield more decision-making power and control over their work, providing a sense of autonomy that can promote effective stress management (Kivimäki et al., 2015). However, the job demands-control-support model highlights that while a higher degree of control can reduce stress, high job demands can still induce stress irrespective of position (Johnson & Hall, 1988). Older workers in higher positions may experience increased workloads and responsibilities, potentially leading to heightened stress levels. Nevertheless, they may also have access to better support systems, resources, and employee assistance programs, contributing to effective stress management (Bakker et al., 2007).

Employees with higher job titles may encounter challenges in achieving work-life balance as responsibilities increase. The management of work and personal life can significantly impact stress levels (Greenhaus & Beutell, 1985). Perceptions of control over one's job tasks and

responsibilities, rather than the job itself, may play a crucial role in influencing stress management (Karasek & Theorell, 1990). Despite certain advantages, such as decision-making competence and access to resources, employees in higher positions also face challenges associated with increased responsibility.

Based on the literature review, the proposed hypothesis is that the relationship between job title or hierarchical position and stress management is multifaceted. While higher positions may offer certain advantages, the associated challenges and individual differences contribute to the complexity of stress management in different job roles. Further exploration is necessary to gain a comprehensive understanding of the nuanced dynamics in this relationship.

*H<sub>13</sub>: Employees' views on coping with stress differ according to their title.*

Over time, experienced workers typically accumulate a diverse set of skills, problem-solving abilities, and coping strategies (Hobfoll, 1989), contributing to effective stress management. These acquired skills empower experienced employees to navigate various work-related situations with greater proficiency, stemming from their exposure to diverse scenarios. This familiarity reduces the element of surprise, influencing stress management positively. Moreover, experience enhances emotional regulation and perspective-taking, enabling individuals to cope more effectively with stressors (Aldwin, 2007).

Younger workers, on the other hand, bring adaptability and a fresh perspective to stressful situations, leveraging innovative approaches. Adaptability itself is considered an effective stress management strategy (Thompson et al., 2015). While experienced workers may rely on proven methods, the ever-evolving nature of stressors, driven by changes in the work environment, technology, and industry dynamics, necessitates ongoing adaptability. Although experience aids in managing known stressors, the emergence of new stressors may demand different coping methods. Consequently, some experienced workers may face challenges in managing stress, while less experienced individuals may exhibit effective coping skills.

Based on the literature review, the proposed hypothesis is that the relationship between work experience and stress management is complex. While experience generally contributes to effective stress management, individual differences and the evolving nature of stressors require ongoing adaptability and consideration of diverse coping strategies. Further exploration is necessary to comprehensively understand the nuanced dynamics in the relationship between work experience and stress management.

*H<sub>14</sub>: Employees' views on coping with stress differ according to their total work experience.*



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### **3. Methodology**

#### **3.1. Sampling**

The objective of this study is to identify the stressors faced by employees and their coping mechanisms, exploring whether organizational stress levels and coping strategies vary based on employees' demographic characteristics. The lack of sufficient literature on organizational stress underscores the significance of this research.

The study population comprises employees of Türk Telekom A.Ş. in Istanbul, with 60 employees from AssisTT, a subsidiary, participating in the survey. This research adopts a survey-type relational design. The research scope is confined to AssisTT, and generalizations are limited to the responses from employees who participated in the survey. A questionnaire was utilized as the primary data collection tool, featuring three sections. The first section addressed demographic characteristics with eight questions; the second section encompassed 25 questions on organizational stress; and the final section covered 10 statements regarding coping strategies.

Statements in the organizational stress and coping scales used a five-point Likert scale, ranging from "strongly disagree" to "strongly agree." To ensure the clarity and comprehensibility of the questions, a pilot study was conducted with feedback from five respondents. Necessary adjustments were made based on their opinions, and the finalized questionnaire considered both form and content requirements.

Data analysis was conducted using the SPSS trial package program, involving 54 respondents after excluding incomplete questionnaires. Analysis methods included percentage, frequency, and reliability analyses, with results presented and evaluated in tables. The demographic information of the 54 participants is outlined in Table 1, where 53.7% were female, 46.3% were male, 44.4% were aged 26-30, and 57.4% held undergraduate degrees. Additionally, 53.7% were single, and 55.6% reported a monthly income between 10,001 TL and 15,000 TL.

**Table 1: Characteristics of the Participants**

<b>Groups</b>	<b>Frequency (n=54)</b>	<b>Percentage (%)</b>
<b>Gender</b>		
Female	29	53.7
Male	25	46.3
<b>Age</b>		
25 years and under	4	7.4
26-30 age range	24	44.4
31-35 age range	20	37.0
36-40 age range	4	7.4
41 years and over	2	3.7
<b>Education Level</b>		
Associate degree and under	2	3.7
Undergraduate graduate	31	57.4
Master's degree / Doctorate	21	38.9
<b>Marital Status</b>		
Married	25	46.3
Single	29	53.7
<b>Income Level</b>		
5000 TL and under	1	1.9
5001 – 10000 TL	16	29.6
10001 – 15000 TL	30	55.6
15001 TL and over	7	13.0

The findings pertaining to the titles of the respondents are depicted in Figure 1. The data reveals that 74% of the respondents hold employee positions, while 26% occupy middle- and lower-level managerial roles.

**Figure 1: Title Findings of Participants**

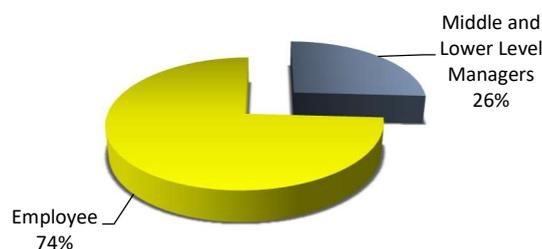


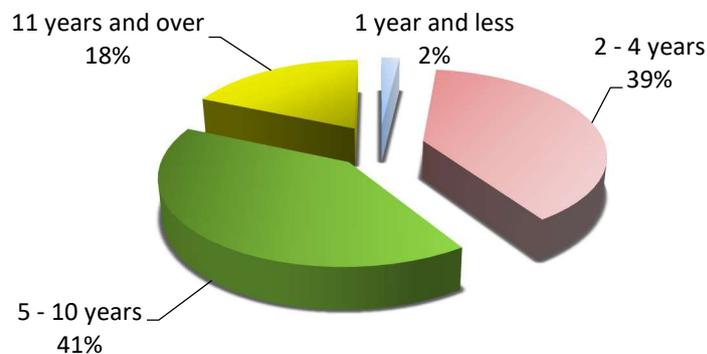
Table 2 provides details on the length of the respondents' tenure within Assitt. As per the table, 61.1% of the participants have a work history ranging from 2 to 4 years, while 27.8% have been with the company for 5 to 10 years.

**Table 2: Position Duration of Participants in the Company**

<i>Duration of Position in the Company</i>	<i>Frequency (n=54)</i>	<i>Percentage (%)</i>
1 year and less	4	7.4
2-4 years	33	61.1
5-10 years	15	27.8
11 years and over	2	3.7

Information regarding the total work experience of the employees is illustrated in Figure 2. The analysis indicates that 41% of the participants have 5 to 10 years of work experience, 39% have 2 to 4 years of work experience, and 18% have 11 years or more of work experience.

**Figure 2: Total Duration of Experience of Participants**



### 3.2. Measures and Scales

Ceyhan's (2012) organizational stress scale and Ture's (2013) stress coping scale were utilized in this study (Ceyhan, 2012; Türe, 2013). Both scales employ 5-point Likert scales, where higher scores indicate higher agreement levels. The reliability analysis results show strong reliability for the organizational stress scale ( $\alpha=0.856$ ). However, the stress coping scale initially demonstrated lower reliability. After removing two items from the coping stress scale, the Cronbach's alpha coefficient improved to 0.675, surpassing the minimum threshold of 0.60 and meeting acceptable criteria (Cronbach, 1990).

### 3.3. Analysis and Results

To validate assumptions, the Kolmogorov-Smirnov Test was employed to assess the normal distribution of dependent variables. The results indicate that the organizational stress scale follows a normal distribution ( $KSZ=0.744$ ,  $p=0.200$ ). In contrast, the coping stress scale deviates from normality ( $KSZ=1.008$ ,  $p=0.013$ ). These findings suggest that parametric methods are suitable for analyzing the organizational stress scale, while non-parametric approaches are more fitting for the coping stress scale. To test the hypotheses, methods such as "Independent Groups t Test," "One-Way ANOVA Analysis," "Mann-Whitney U Test," and "Kruskal Wallis Analysis" were employed.

The basic descriptive findings for the statements in the scales used in the compilation of the data are presented in Table 3 and Table 4. Upon examining the values of the 54 participants'

views on organizational stress in Table 3, it is observed that the statement with the highest mean is the 1st statement: "Adequate internet facilities are provided at the workplace." The statements with the lowest mean are the 11th statement, "I am satisfied with my promotion chances," and the 21st statement, "There is excessive discipline and pressure at work."

**Table 3: Descriptive Findings on Organizational Stress Statements (N=54)**

<i>Statements</i>	<i>Min</i>	<i>Max</i>	<i>Average</i>	<i>Standard Deviation</i>
1. Adequate internet facilities are provided at the workplace.	1	5	4.39	0.92
2. My job requires a lot of paperwork.	1	5	2.63	1.12
3. Many of the rules and methods in my job help me to do my job well.	1	5	3.44	1.02
4. I am satisfied with salary increases.	1	5	2.41	1.15
5. I can receive training on new developments related to my job.	1	5	3.09	1.10
6. I am deservedly rewarded for my efforts.	1	5	2.63	1.20
7. I am expeted to succeed all the time.	2	5	4.09	0.68
8. The amount of work I have to do at work is too much.	2	5	3.70	0.88
9. My job allows me to spend enough time for my family and social life.	1	5	2.87	1.19
10. My responsibilities at work are not reflected in my family life.	1	5	3.41	1.09
11. I am satisfied with my promotion chances.	1	5	2.31	1.17
12. I am responsible for more than one person at the same time.	1	5	3.72	1.14
13. I feel like a family member at work.	1	5	3.43	1.05
14. I can use my annual leaves in full and on time.	1	5	3.74	1.11
15. I am consulted on issues related to my work.	1	5	3.78	0.90
16. I am satisfied with the financial opportunities provided by my job.	1	5	3.02	1.09
17. My job responsibilities are clear, I know what is required of me.	1	5	3.59	1.03
18. Your working environment is comfortable enough.	1	5	3.31	1.11
19. My manager shows interest in the feelings of his/her officers.	1	5	3.37	1.24
20. I can communicate effectively with my managers and superiors.	1	5	3.61	0.96
21. There is excessive discipline and pressure at work.	1	5	2.31	1.04
22. There is a lot of friction between the people I work with.	1	5	2.96	1.18
23. I communicate effectively with my subordinates.	2	5	4.00	0.72
24. My manager treats me fairly.	1	5	3.20	1.13
25. I trust the people I work with.	1	5	3.41	1.03

Upon analyzing the values of the participants' views on coping with stress in Table 4, it is evident that the statement with the highest mean is the 4th statement: "I feel happy when I receive feedback about my performance." On the other hand, the statement with the lowest mean is the 6th statement: "At the end of a stressful day, I try to relax by practicing meditation or yoga."

**Table 4: Descriptive Findings Related to Coping with Stress Statements (N=54)**

<i>Statements</i>	<i>Min</i>	<i>Max</i>	<i>Average</i>	<i>Standard Deviation</i>
1. I try to reduce my stress level by sharing my responsibilities with my friends.	1	5	3.50	1.02
2. I try to be in effective communication with my friends.	2	5	4.13	0.64
3. I try to get emotional support from friends and family.	2	5	3.74	0.87
4. I feel happy when I receive feedback about my performance.	3	5	4.39	0.59
5. I try to minimize conflicts with my friends and/or managers.	1	5	4.19	0.77
6. At the end of a stressful day, I try to relax by practicing meditation or yoga.	1	5	2.04	1.19
7. Exercising often relieves me from stress.	1	5	2.98	1.26
8. I try to pay attention to my diet.	1	5	3.31	1.07

Table 5 presents the frequency and percentage distributions of responses from 54 participants regarding their views on organizational stress. Specifically, 57.4% of the participants strongly agree with the statement "Adequate internet facilities are provided at the workplace." Furthermore, 27.8% of the participants strongly agreed with the statement, "I am responsible for more than one person at the same time." Additionally, 25.9% of the participants strongly agreed with the statements "I am expected to succeed all the time." and "I can use my annual leaves in full and on time."

**Table 5: Findings Related to Organizational Stress Views (N=54)**

Statements	Strongly Disagree		Disagree		Undecided		I agree		Strongly Agree	
	N	%	N	%	N	%	N	%	N	%
1. Adequate internet facilities are provided at the workplace.	1	1.9	3	5.6	1	1.9	18	33.3	31	57.4
2. My job requires a lot of paperwork.	5	9.3	28	51.9	7	13.0	10	18.5	4	7.4
3. Many of the rules and methods in my job help me to do my job well.	2	3.7	9	16.7	12	22.2	25	46.3	6	11.1
4. I am satisfied with salary increases.	14	25.9	17	31.5	12	22.2	9	16.7	2	3.7
5. I can receive training on new developments related to my job.	4	7.4	13	24.1	16	29.6	16	29.6	5	9.3
6. I am deservedly rewarded for my efforts.	10	18.5	18	33.3	12	22.2	10	18.5	4	7.4
7. I am expected to succeed all the time.	0	0.0	1	1.9	7	13.0	32	59.3	14	25.9
8. The amount of work I have to do at work is too much.	0	0.0	6	11.1	13	24.1	26	48.1	9	16.7
9. My job allows me to spend enough time for my family and social life.	7	13.0	17	31.5	10	18.5	16	29.6	4	7.4
10. My responsibilities at work are not reflected in my family life.	2	3.7	12	22.2	9	16.7	24	44.4	7	13.0
11. I am satisfied with my promotion chances.	17	31.5	15	27.8	12	22.2	8	14.8	2	3.7
12. I am responsible for more than one person at the same time.	2	3.7	8	14.8	8	14.8	21	38.9	15	27.8
13. I feel like a family member at work.	3	5.6	8	14.8	12	22.2	25	46.3	6	11.1
14. I can use my annual leaves in full and on time.	2	3.7	8	14.8	6	11.1	24	44.4	14	25.9
15. I am consulted on issues related to my work.	1	1.9	5	9.3	8	14.8	31	57.4	9	16.7
16. I am satisfied with the financial opportunities provided by my job.	6	11.1	11	20.4	15	27.8	20	37.0	2	3.7
17. My job responsibilities	3	5.6	4	7.4	14	25.9	24	44.4	9	16.7

are clear, I know what is required of me.										
18. Your working environment is comfortable enough.	3	5.6	13	24.1	7	13.0	26	48.1	5	9.3
19. My manager shows interest in the feelings of his/her officers.	4	7.4	11	20.4	12	22.2	15	27.8	12	22.2
20. I can communicate effectively with my managers and superiors.	1	1.9	7	13.0	12	22.2	26	48.1	8	14.8
21. There is excessive discipline and pressure at work.	9	16.7	30	55.6	7	13.0	5	9.3	3	5.6
22. There is a lot of friction between the people I work with.	2	3.7	23	42.6	13	24.1	7	13.0	9	16.7
23. I communicate effectively with my subordinates.	0	0.0	2	3.7	8	14.8	32	59.3	12	22.2
24. My manager treats me fairly.	5	9.3	9	16.7	16	29.6	18	33.3	6	11.1
25. I trust the people I work with.	4	7.4	5	9.3	15	27.8	25	46.3	5	9.3

Table 6 displays the frequency and percentage distributions of responses from 54 participants regarding their views on coping with stress. Specifically, 44.4% of the participants strongly agreed with the statement "I feel happy when I receive feedback about my performance," and 33.3% of the participants strongly agreed with the statement "I try to minimize conflicts with my friends and/or managers."

**Table 6: Findings Related to Views on Coping with Stress (N=54)**

Statements	Strongly Disagree		Disagree		Undecided		I agree		Strongly Agree	
	N	%	N	%	N	%	N	%	N	%
1. I try to reduce my stress level by sharing my responsibilities with my friends.	2	3.7	8	14.8	12	22.2	25	46.3	7	13.0
2. I try to be in effective communication with my friends.	0	0.0	2	3.7	2	3.7	37	68.5	13	24.1
3. Many of the rules and methods in my job help me to do my job well.	0	0.0	6	11.1	11	20.4	28	51.9	9	16.7
4. I feel happy when I receive feedback about my performance.	0	0.0	0	0.0	3	5.6	27	50.0	24	44.4
5. I try to minimize conflicts with my friends and/or managers.	1	1.9	1	1.9	3	5.6	31	57.4	18	33.3
6. At the end of a stressful day, I try to relax by practicing meditation or yoga.	24	44.4	15	27.8	6	11.1	7	13.0	2	3.7
7. Exercising often relieves me from stress.	8	14.8	13	24.1	11	20.4	16	29.6	6	11.1
8. I try to pay attention to my diet.	4	7.4	7	13.0	17	31.5	20	37.0	6	11.1

### 3.3.1. Gender

To investigate the relationship between gender and views on organizational stress, an independent samples t-test was conducted. The results reveal that men exhibit more optimistic views regarding organizational stress compared to their female counterparts ( $F=0.706$ ,  $t=-2.495$ ,  $p=0.016$ ). Therefore, it is reasonable to assert that  $H_1$  receives support based on these findings. The detailed results are presented in Table 7.

**Table 7: Organizational Stress-Gender**

Variable	Gender	N	$\bar{X}$	Standart Deviation	F	t	p
Organizational Stress	Female	29	3.14	0.42	0.706	-2.495	0.016
	Male	25	3.47	0.53			

The Mann-Whitney U Test was utilized to examine the relationship between gender and perspectives on coping with stress. The results suggest that there is no significant difference between genders ( $U=334.500$ ,  $Z=-0.488$ ,  $p=0.625$ ). Therefore, it can be inferred that  $H_8$  is not supported based on these findings. The detailed results are presented in Table 8.

**Table 8: Coping with Stress-Gender**

Dimensions	Groups	N	Ranks Average	Ranks Total	Mann-Whitney U Value	Z Value	p Value
Coping with Stress	Female	29	28.47	825.50	334.500	-0.488	0.625
	Male	25	26.38	659.50			
	Total	54					

### 3.3.2. Age

To investigate the relationship between age and perspectives on organizational stress, a one-way ANOVA was conducted. Participants' ages were categorized into four distinct groups (under 25, 26-30, 31-35, 36-40, 41 and older). The results indicate that employees' viewpoints on organizational stress do not show significant differences across age groups ( $F=1.790$ ,  $p=0.146$ ). Therefore, it is reasonable to conclude that  $H_2$  is not supported based on these findings. The detailed results are presented in Table 9.

**Table 9: Organizational Stress-Age**

ANOVA Results									
Variable	Age	N	$\bar{X}$	Standart Deviation	Source of Variance	Sum of Squares	Mean of Squares	F	P
Organizational Stress	25 years and under	4	3.44	0.44	Between groups	1.717	0.429	1.790	0.146
	26-30 age range	24	3.44	0.54	Within groups	11.748	0.240		
	31-35 age range	20	3.07	0.41	Total	13.465			
	36-40 age range	4	3.47	0.55					
	41 years and over	2	3.22	0.02					
Total		54	3.29	0.50					

The relationship between coping with stress and age groups was examined using Kruskal-Wallis analysis. Similarly, the results indicate a lack of variability among age groups ( $\chi=3.182$ ,  $df=4$ ,  $p=0.528$ ). Therefore, it can be concluded that  $H_9$  is not supported based on these findings. The detailed results are presented in Table 10.

**Table 10: Coping with Stress-Age**

Dimensions	Groups	N	Ranks Average	Chi-Square	Degrees of freedom	p Value
Coping with Stress	25 years and under	4	17.75	3.182	4	0.528
	26-30 age range	24	29.50			
	31-35 age range	20	28.00			
	36-40 age range	4	19.88			
	41 years and over	2	33.25			
	Total	54				

### 3.3.3. Educational Background

The relationship between employees' views on organizational stress and their educational background was analyzed using one-way ANOVA. The results of the ANOVA indicate that employees' views on organizational stress do not exhibit a statistically significant difference based on their educational level ( $F=0.285$ ,  $p=0.753$ ). Therefore,  $H_3$  is not supported. The detailed results are presented in Table 11.

**Table 11: Organizational Stress-Education**

ANOVA Results									
Variable	Education	N	$\bar{X}$	Standart deviation	Source of variance	Sum of squares	Mean of squares	F	P
Organizational Stress	Associate degree and under	2	3.54	0.53	Between groups	0.149	0.074	0.285	0.753
	Undergraduate graduate	31	3.26	0.39	Within groups	13.316	0.261		
	Master's degree/Doctorate	21	3.31	0.64	Total	13.465			
Total		54							

The relationship between coping with stress and educational level was analyzed using Kruskal-Wallis analysis. The results of the analysis indicate a lack of significant variability among education levels ( $\chi=3.331$ ,  $df=2$ ,  $p=0.189$ ). Therefore, it can be concluded that  $H_{10}$  is not supported based on these findings. The detailed results are presented in Table 12.

**Table 12: Coping with Stress-Education Level**

Dimensions	Groups	N	Ranks Average	Chi-Square	Degrees of freedom	p Value
Coping with Stress	Associate degree and under	2	22.75	3.331	2	0.189
	Undergraduate graduate	31	24.52			
	Master's degree/Doctorate	21	32.36			
	Total	54				

### 3.3.4. Marital Status

An independent groups t-test was conducted to explore the relationship between marital status and perspectives on organizational stress. The results indicate that unmarried employees maintain a more positive outlook concerning organizational stress compared to their married colleagues ( $F=0.404$ ,  $t=-1.469$ ,  $p=0.002$ ). Therefore, these findings provide evidence to support  $H_4$ . The detailed results are presented in Table 13.

**Table 13: Organizational Stress-Marital Status**

Variable	Marial Status	N	$\bar{X}$	Standart Deviation	F	t	p
Organizational Stress	Married	25	3.19	0.57	0.404	-1.469	0.002
	Single	29	3.39	0.42			

The relationship between marital status and perspectives on coping with stress was investigated using a Mann-Whitney U Test. The findings indicate that unmarried employees hold notably more favorable views on coping with stress compared to their married counterparts ( $U=359$ ,  $Z=-0.061$ ,  $p=0.004$ ). As a result, it is valid to assert that the evidence supports  $H_{11}$ . The detailed results are presented in Table 14.

**Table 14: Coping with Stress-Marital Status**

Dimensions	Groups	N	Ranks Average	Ranks Total	Mann-Whitney U Value	Z Value	p Value
Coping with Stress	Married	25	27.36	684.00	359.000	-0.061	0.004
	Single	29	27.62	801.00			
	Total	54					

### 3.3.5. Income Level

A one-way ANOVA was conducted to examine the relationship between employees' income levels and their perspectives on organizational stress. The ANOVA outcomes indicate that there is no statistically significant variance in employees' views on organizational stress based on their income levels ( $F=1.059$ ,  $p=0.375$ ). Consequently, the findings do not provide support for  $H_5$ . The detailed results are presented in Table 15.

**Table 15: Organizational Stress-Income Level**

ANOVA Results									
Variable	Income level	N	$\bar{X}$	Standart Deviation	Source of Variance	Sum of Squares	Mean of Squares	F	P
Organizational Stress	5000 TL and under	1	3.00	-	Between groups	0.804	0.268	1.059	0.375
	5001-10000 TL	16	3.31	0.51	Within groups	12.660	0.253		
	10001-15000 TL	30	3.36	0.50	Total	13.465			
	15001 TL and over	7	3.01	0.46					
Total		54	3.29	0.50					

The relationship between coping with stress and income level was analyzed using Kruskal-Wallis analysis. The outcomes demonstrate a lack of variability among income levels ( $\chi=1.825$ ,  $df=3$ ,  $p=0.609$ ). Consequently, it can be concluded that  $H_{12}$  is not supported based on these findings. The detailed results are presented in Table 16.

**Table 16: Coping with Stress-Income Level**

Dimensions	Groups	N	Ranks Average	Chi-Square	Degrees of Freedom	p Value
Coping with Stress	5000 TL and under	1	12.00	1.825	3	0.609
	5001-10000 TL	16	25.28			
	10001-15000 TL	30	29.48			
	15001 TL and over	7	26.29			
	Total	54				

### 3.3.6. Job Titles

To investigate the connection between job titles and perspectives on organizational stress, an independent samples t-test was executed. The outcomes indicate that there is no significant difference in views on organizational stress between middle and low managers and employees ( $F=4.282$ ,  $t=-0.606$ ,  $p=0.548$ ). As a result, these findings do not provide validation for supporting  $H_6$ . The results are presented in Table 17.

**Table 17: Organizational Stress-Title**

Variable	Title	N	$\bar{X}$	Standart Deviation	F	t	p
Organizational Stress	Middle and Lower-Level Managers	14	3.24	0.31	4.282	-0.606	0.548
	Employee	40	3.31	0.55			

The association between coping with stress and job titles was assessed using the Mann-Whitney U test. The analysis outcomes indicate that participants' perspectives on coping with stress do not exhibit a statistically significant distinction based on their job titles

(U=262, Z=-0.357, p=0.721). Therefore, it can be concluded that H<sub>13</sub> lacks support. The detailed results are presented in Table 18.

**Table 18: Coping with Stress-Title**

Dimensions	Groups	N	Ranks Average	Ranks Total	Mann-Whitney U Value	Z Value	p Value
Coping with stress	Middle and Lower-Level Managers	14	28.79	403.00	262.000	-0.357	0.721
	Employee	40	27.05	1082.00			
	Total	54					

### 3.3.7. Total Experience

To investigate the connection between employees' total work experience and their perspectives on organizational stress, a one-way ANOVA was undertaken. The results of the ANOVA indicate that there is no statistically significant difference in employees' views on organizational stress based on their total work experience (F=1.075, p=0.368). Consequently, these findings do not offer support for H<sub>7</sub>. The detailed results are presented in Table 19.

**Table 19: Organizational Stress-Total Experience**

ANOVA Results									
Variable	Total Experience	N	$\bar{X}$	Standart Deviation	Source of variance	Sum of squares	Mean of squares	F	P
Organizational Stress	1 year and less	1	3.92	-	Between groups	0.816	0.272	1.075	0.368
	2-4 years	21	3.39	0.36	Within groups	12.649	0.253		
	5-10 years	22	3.19	0.63	Total	13.465			
	11 years and over	10	3.26	0.40					
Total		54	3.29	0.50					

In exploring the connection between coping with stress and employees' total work experience, a Kruskal-Wallis analysis was utilized. The analysis disclosed that perspectives on coping with stress exhibit variability based on the total work experience of employees ( $\chi=10.042$ , df=3, p=0.018). Consequently, it can be inferred that H<sub>14</sub> is supported by these findings. The detailed results are presented in Table 20.

**Table 20: Coping with Stress-Total Experience**

Dimensions	Groups	N	Ranks Average	Chi-Square	Degrees of freedom	p Value
Coping with Stress	1 year and less	1	29.00	10.042	3	0.018
	2-4 years	21	20.93			
	5-10 years	22	35.48			
	11 years and over	10	23.60			
	Total	54				

#### 4. Conclusions and Discussions

Stress management is of paramount importance for businesses, exerting a significant impact on both employees and the organization as a whole. When employees experience stress, it can adversely affect their health, leading to potential health issues and diminished performance. Prioritizing stress management efforts can enhance employee well-being, resulting in increased job satisfaction, higher morale, and greater engagement. A workplace that actively supports stress management can foster a positive climate for teamwork, creativity, and innovation. By effectively addressing stress, companies can mitigate the risk of burnout, which not only impacts individual employees but also results in decreased productivity and heightened turnover.

Companies that invest in stress management demonstrate a commitment to creating a healthy and supportive work environment. This commitment can, in turn, improve employee retention, enhance organizational reputation, and contribute to long-term success. Given that many companies may have a limited understanding of stress, they often adopt a one-size-fits-all approach to implementing stress management programs. Consequently, it is crucial to investigate whether different demographic groups harbor distinct perspectives on organizational stress and coping strategies.

This study undertakes a comprehensive investigation by meticulously collecting and analyzing data from AssisTT, a subsidiary of Turkish Telecom. The aim is to explore potential differences in employees' perceptions of organizational stress and their coping strategies, attributable to various demographic factors such as age, gender, education, marital status, salary, professional title, and accumulated work experience. Through a systematic survey of 60 employees across different management levels, the study reveals several noteworthy results.

Although socio-demographic variables are commonly used in organizational stress research, they often remain in the background. This study sheds light on their significance, adding nuance to the existing literature. Notably, the findings indicate that male employees exhibit more optimistic views about organizational stress compared to their female counterparts, highlighting potential gender differences in stress perception and response.

Furthermore, the study underscores the importance of work experience in enhancing employees' skills to manage and respond effectively to stressful challenges. Experiential learning and skill development throughout one's career are identified as crucial factors in stress management. The study also unveils unique trends related to marital status, with lone workers demonstrating remarkable adaptability to organizational stressors and coping strategies.

Participants in the study express dissatisfaction with various aspects, including promotions, excessive paperwork, inadequate rewards for efforts, insufficient time for family and social lives, and dissatisfaction with salary increases. These factors contribute to elevated organizational stress levels among employees.



Ersen, M., Çınar, Ç. & Söylemez, K. C. (2024). Demographic Dynamics in Organizational Stress and Coping Stress Perceptions: A Comprehensive Analysis.

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On a positive note, the research findings reveal that employees actively engage in effective communication with colleagues and managers and strive to minimize conflicts as part of their coping strategies. Additionally, employees place significant importance on receiving feedback about their performance as a key factor in coping with stress.

In conclusion, this study provides a detailed exploration of how socio-demographic variables, including gender, age, education, marital status, income level, title, and total work experience, influence individuals' perspectives on organizational stress and coping strategies. It contributes valuable insights to the literature on organizational stress, and future research in this area can further enhance our understanding of the effectiveness, productivity, and performance implications of stress management in diverse organizational contexts. The development of research with various scales is recommended for obtaining new and useful results.

## 5. Managerial Implications

The findings of this study underscore the importance of organizations tailoring their stress management programs to the diverse demographic characteristics of their employees. Recognizing that different age groups, genders, education levels, marital statuses, job titles, and income levels may experience and respond to stress in distinct ways, organizations can develop targeted interventions that are more likely to be effective. For instance, implementing mindfulness training for younger workers and specialized training programs for older workers can address their unique stressors and facilitate effective coping strategies.

The influence of demographics on stress perception and coping mechanisms highlights the need for flexible work arrangements. Managers should consider providing options such as telecommuting, flexible hours, and compressed work weeks to accommodate the varied needs of employees based on their life stages and responsibilities. This approach not only alleviates the stress associated with work-life balance but also recognizes that different demographic groups may require diverse schedules to manage their stress effectively.

Effective communication is paramount for fostering a positive work environment. Organizations should adopt inclusive communication strategies that address the concerns and stresses faced by employees from diverse demographic backgrounds. This may involve regular feedback sessions, implementing an open-door policy, and establishing employee resource groups tailored to specific demographics. Encouraging open dialogue enables employees to discuss their stressors and suggest improvements more easily.

The study indicates that marital status plays a role in influencing stress perception and coping strategies. Managers can contribute to promoting work-life balance by offering benefits such as family leave, wellness programs, and financial counseling. Ensuring that employees have access to resources for managing their personal lives and finances can help reduce stress levels and enhance overall job satisfaction.



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Addressing gender differences in stress perception and coping is crucial. Organizations should actively commit to diversity in leadership roles, providing role models and mentors for employees of all genders. By creating an inclusive environment that encourages communication with superiors, organizations can establish a sense of support and belonging, ultimately enhancing employees' coping strategies.

## 6. Limitations and Further Research Directions

The study is subject to several limitations. Firstly, the use of an outdated sample raises the possibility that future studies utilizing more recent samples might yield different results. Additionally, the study lacks a comprehensive theoretical framework that integrates all variables into a unified structure, which could limit the depth of analysis. A third limitation is apparent, as although some findings were significant, the majority of hypotheses did not produce significant results. The utilization of data from a single company may be criticized for limiting the generalizability of the findings. While this approach reduces the sample size, it also mitigates the influence of irrelevant factors on the analysis. Furthermore, appropriate statistical tools suitable for small sample sizes were employed, ensuring that, despite the sample size limitations, the results can be considered valid.

While this study offers valuable insights into the influence of demographics on organizational stress and stress-coping perceptions, future research may benefit from employing a longitudinal approach. Longitudinal studies tracking changes in stress perceptions and coping strategies across life stages can provide a more comprehensive understanding of how demographic factors interact with personal and situational variables over time. Expanding the scope of this study to include cultural and cross-cultural comparisons would offer a broader perspective on the effects of demographics. Investigating how cultural norms, values, and expectations interact with demographics to shape stress experiences and coping mechanisms can shed light on the role of culture in the dynamics of organizational stress.

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