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The Hardiness in People at Work as a Source of Corporate Communication for Image Building

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Abstract

In this study, the hardiness of people at work will be examined to base the corporate communication intended for image building of higher educational institutions. The purpose of this study is to assist corporate the internal publics to build good image after having observed problems of internal environment. Findings of the research showed that the top five forces that made people feel troubled were: presenteeism, violence, absenteeism, problem solving, and evaluation. The level of vulnerabilities to be hardy among students is higher. In terms of commitment, the CEOs and employees have higher level of negative feelings except in the items that described "better jobs elsewhere" and "personal cost of the job".

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1. Introduction

The Novaco Anger Scale (Fabella, 1998) was used in measuring the irritability quotient of people at work in Santiago City, Philippines to assist corporate executives and managers in providing marketing communication to their internal publics. These internal publics are represented by students and teachers. When people feel troubled at the height of their job pressures, there is a tendency for negative vulnerabilities. Sacrificed commitment, control and challenges at work are evident (Collins, 2009). These three distinct feelings of people while at work would bother

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them when provoked (Hemp, 2004). Consequently, vulnerabilities of health related problems affect productivity (Collins, 2009). There are observed absenteeism and presenteeism that grows from management problem (Hunt, 2001). As a result, there can be excessive pressures at work. (Behavioral Health Resources, 2009). Depending on people's personal potentialities from overcoming upsetting situations, the worker creates negative tendencies (Crook, 2009). In this context, there is a need for image building. Those "hardy" people can be utilized in changing the negative feelings. First is by themselves and for others in a challenged environment (Ni, 2012)

In particular, this paper has three objectives, to briefly discuss the level of hardiness in respondents' negative feelings on events from work or home environment, determine their vulnerabilities for survival under unfavorable conditions affecting their commitment, control and challenges, and point out the potential control and challenges of marketing communication for higher educational institutions in the Philippines.

Image building is viewed to have a corporate design, corporate communication and corporate behavior (Webster, 2013). The former is a symbolic representation of the image of the organization as a whole. The latter is a common way by which top executives behave and implement their corporate policies, mission and vision. When a new corporate identity is created, it follows the need of a marketing communication. Consequently, immediate attention is done when obvious situations such as hardiness conditions are evident. An image building program has to be installed to prevent the interferences of upsetting situations (Shimp, 2010).

In many ways, teachers' stress is no different to stress for anyone else in the academe. The reaction that people have to excessive pressures or other types of demand jobs placed upon them is the same with other pressures of people in various jobs. Just like anyone else, teachers get stressed when they feel they are not coping with their workload or other pressures of the job. There are particular features which appear to make teaching profession as more pressured than other professions. Research by the National Union Teachers (NUT, 1999), has highlighted a long list of common causes of teacher stress that pressures their jobs. These are pressures of school inspection, long working hours and excessive workloads, providing cover for teacher shortages and absences, and poor management that sometimes interfere with disruptive students' behavior, unnecessary bureaucracy, and low self esteem (Hemp, 2004). This indicates that 80% of success in life is attributed simply by showing up in the workplace despite their illness and medical conditions (Behavioral Health Resources, 2009). In the sense that productivity that is loss can solve the heightened fast turnover of employees (Mishel & Kar-Fai Gee, 2000).

2. Methodology

This study is quantitative research. It utilized the Novaco Anger Scale Inventory and a Questionnaire that included items of vulnerabilities on commitment, control and challenges of people at work. The situational cases taken from the 80 item tests in Novaco Anger Scale Inventory were utilized part of the main data in this study. The scores data taken from the result of irritability quotient of Novaco as cited by Fabella (1988) were general estimate scores despite the absence of many potentially important details each incident would ordinarily anger or provoke the rater with the following equivalency: 0= you would feel very little or no annoyance; 1=you would feel a little irritated; 2=you would feel moderately upset; 3=you would feel quite angry; and 4=you would feel very angry. The student group respondents who responded in Novaco Anger Scale Inventory is equal to 71 students and 32 employees' respondents. There were two hundred fourteen (214) student respondents and 36 employees who took part in the answering of items in the questionnaire on commitment, control and challenges. Content validation of the questionnaire was computed with reliability of $r = 0.82$.

3. Results

3.1. Level of hardiness in respondents' negative feelings on events from work or home environment.

Findings on the four identified level of hardiness in people at work were distributed dispersedly from high to low irritability quotient. This disclosed that have medium and average level of irritability quotient equal to 13 employees and 47 students can respond to life's annoyances with average amount of anger. They can apply defense mechanisms to frustrations, unmet expectations and diminished self respect. They can lead in positions with high authority and responsibility and help in the image building of the organization. Furthermore, there were 18

employees and 24 students with low irritability quotient. This indicated that they have tendencies to take for granted the directions of their supervisors. Hence, they have to be observed and monitored closely by top management till they finally accept the challenges of work. Management control for them needs collaboration with the other managers and supervisors. The identified employee with high irritability quotient can likewise be monitored closely to prevent damages on his physical health.

Table 1. Level of irritability quotient or hardiness level in people at work

Level of Hardiness by Groups	Employees	Students
High	1	0
Medium	0	22
Average	13	25
Low	18	24
Total	32	71

Results of negative feelings on events that respondents identified as the forces for being troubled in work or home environment have 5 indicators: a). presenteeism, b).violence in the workplace, c).absenteeism, d).degraded problem solving, and e). rigid evaluation. This means that their vulnerabilities for risks have to do with being present to work despite the negative feelings they have due to personal problems at home or in school. This posted rank 1 among the identified indicators. Violence in the workplace, absenteeism and degraded problem solving received a qualitative equivalent to “much”. These indicators made them feel troubled while they are present in their work resulted to violence, absenteeism and ruined problems not solved in the workplace.

Table 2. Top five forces made individuals feeling troubled

Indicators	Mean	Qualitative Equiv	Rank
Presenteeism	3.95	Very Much	1
Violence in the workforce	3.57	Much	2
Absenteeism	3.49	Much	3
Degraded problem Solving	3.46	Much	4
Rigid Evaluation	3.27	Much	5

3.2. Vulnerabilities for survival under unfavorable conditions affecting commitment, control and challenges

There are obvious negative feelings the respondents show at the height of their emotions. These are frustrations, disappointments, anger and being bored (Fabella, 1988). Results of the questionnaire show that students have more negative feelings than the managers and employees. It means that uplift in commitment; control and challenges of the general internal publics would suffer due to the issue of salary lift, and for their being uncomfortable with others. The top 5 responses to controls are focused on improvement of the worker. Job orientation must fit the profession or capacity of the worker, and demands awareness on specifics. The findings disclosed the importance of effective job orientation and the job factor that combines the simple to complex should enhance skills and creativity. Immediate response to salary uplift is important to them to prevent fast employee turnover. Multi tasking that were observed in the workplace were successfully undertaken due to respondents' resiliency and hardiness preventing them to experience high job pressures. Furthermore, challenges show that respondents would likely understand their supervisors and would think more positive when identified issues in the workplace are solved. This disclosed the need for extensive corporate image building. Stress hardy people can do their best to make a difference when they think positively and when there is kindness in both the giver and receiver and would have comforting attitudes between two parties (Crook, 2009).

Table 3. Comparative vulnerabilities to negative feelings between managers/employees and student respondents

Indicators	Managers and Employees		Students		Difference
	Mean	Qual. Equivalent	Mean	Qual. Equivalent	
<i>A. Commitment</i>					
Relaxed with Salary Lift	3.54	Much	3.10	Slight	0.44
Comfortable with Others	3.78	Much	3.10	Slight	0.68
<i>B. Control</i>					
Job demands focus on awareness	3.89	Much	3.80	Much	0.09
Job assignment enhance remuneration	3.95	Much	3.10	Slight	0.85
Job placement require multitask	3.76	Much	3.00	Slight	0.76
Job requirements enhance creativity	4.32	Much	3.20	Slight	1.12
Job training for upward mobility	4.35	Much	3.10	Slight	1.25
Job orientation that fit profession	4.16	Much	3.90	Much	0.26
Job factor requires simplicity	3.92	Much	2.90	Slight	1.02
Job factor requires complexity	4.00	Much	3.10	Slight	0.90
Job factor requires simple to complex	3.81	Much	3.80	Much	0.01
Job demands focus on improvement	4.35	Much	3.80	Much	0.55
<i>C. Challenges</i>					
Solving correcting issues	3.84	Much	3.20	Slight	0.64
Improve Office environment	3.92	Much	3.20	Slight	0.72
Understood budgetary requirements	3.84	Much	3.10	Slight	0.74
Improve family conflicts	3.59	Much	3.10	Slight	0.49
Better job elsewhere	3.86	Much	4.80	Very Much	-0.94
Personal Cost of job	3.59	Much	3.90	Slight	-0.31
Impact on Other Employees	3.57	Much	3.20	Slight	0.37

3.3. Point out the potential control and challenges of marketing communication for higher educational institutions

The results on the items in challenges show that respondents thought about other better jobs elsewhere, and their present salaries aren't worth to job positions considering their personal costs of spending to life's requirements at home and in school environment. With identified issues that include understanding of budgetary requirements, the employee respondents were hit most in their negative feelings resulting to presenteeism, violence in workforce, absenteeism and insecurities for degraded problem solving. This implies the need for extensive corporate image building that starts from corporate communication to employees down to the students. These inputs from feedbacks can be used by top management in producing a Public Relations program for corporate communication. Extensive corporate image building should start from the corporate managers down to the employees and students. Stress hardy people can do their best to make a difference too. With changing the negative feelings to positive feelings, the workforce can improve their commitment with the organization. They can be open to suggestions for a controlled environment. Their negative feelings will be challenged and possibly make a difference. Job training that demands upward mobility needs improvement for resiliency and hardiness among those identified with average and medium irritability quotient.

4. Conclusions and Implications

The thirteen (13) identified employees with average amount of anger can lead in job positions with high authority and responsibility and could help in the image building of the organization; those eighteen (18) employees with low irritability should be observed and monitored more in their work. Those forty five (45) student respondents who were identified to have average and medium amount of anger rating should be tapped to lead in managing student activities. This way, the 169 student respondents with negative feelings could be monitored in their spread of bad impressions

The top five (5) responses to controls are focused on improvement of the worker, job orientation, job factor and other issues about human resource management. There is a need to analyze the present salary scale of the organization giving emphasis on positions requiring high creativity skills, and with complex and multi tasks assignment.

The respondents can be challenged when the identified issues will be solved as a result of the lack of hardiness among individuals at work. The problem issues that need monitoring and supervision are: presenteeism, violence in workforce, absenteeism, and insecurities for degraded problem solving. The team integration of new member contributed to their feelings of going elsewhere and find other better jobs, with interruption of salary scale resulted to negative feelings. Stress hardy people can do their best to make a difference. It is expected that when there is kindness in both the giver and receiver, there would have comforting attitudes between two parties. There is an indication that with positive feelings of the workforce gets, will assume that they will be more committed, controlled and challenged. The corporate communication starts from reversing the negative to positive feelings among the internal publics—the faculty and students.

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