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**Bradford University**  
**School of Management**

# Psychological Health in Companies

*An investigation into the relationships between work characteristics, job roles and psychological health in companies.*

**George Madine**

Submitted for the degree of Doctor of Business Administration

April 2009

## Abstract

Keywords: Psychological health, self esteem, job role, worker, manager, self efficacy, education, age, attribution of blame and need for external validation

The research literature contains a significant amount of information on the psychological health of managers, however, relatively little has been written about the psychological health of workers. There has been a long held assumption that there is little difference in the psychological health of workers and managers. This study challenges that assumption and investigates differences in psychological health that appertain to job role and job characteristics determined by job role.

This study tested two related hypotheses, firstly, that ‘managers have significantly better psychological health than workers’; secondly, that ‘that better psychological health was largely due to the increased self esteem that comes from having a more socially desirable role’. Initial analyses of the data indicated that hypothesis 1 was upheld, but when split by sex hypothesis 1 was only upheld for females and not males; similarly hypothesis 2 was only upheld for females. This result was attributed to the influence of two variables, the ‘attribution of blame’ and ‘need for external validation’, and the different moderator and mediator roles they play for males and females.

The study contradicts the assertion that the psychological health of workers and managers is similar, if not the same, and uses the differences found to explain why

research in this field has often produced conflicting results. Areas of potential future research are indicated.

## Acknowledgements

I would like to thank my supervisor Professor Alistair Ostell for his wisdom and guidance without whom I could not have completed this study; the Director of DBA Studies Dr Nancy Harding and Dr Eva Niemann for their moral support and encouragement when I lost sight of the light at the end of the tunnel and my long suffering partner Sarah, who is an amazing sounding board, untiringly listened to theory after theory, whilst never failing to smile.

Thank you.

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