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Perceptions of Stress between Business Owners and Business Managers

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PERCEPTIONS OF STRESS BETWEEN
BUSINESS OWNERS AND BUSINESS MANAGERS

A Thesis

Presented to

The Faculty of the Department of Psychology
The College of William & Mary in Virginia

In Partial Fulfillment

Of the Requirements for the Degree of
Master of Arts

by

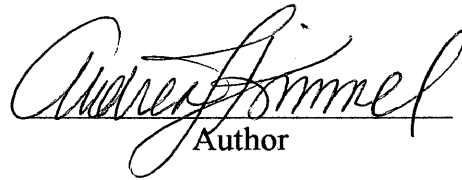
Andrea L. Kimmel

1999


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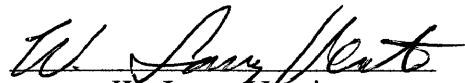
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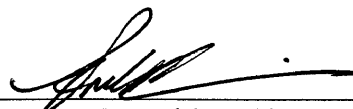

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ABSTRACT

Eighteen business owners (9 female, 9 male) and 36 business managers (12 female, 24 male) completed a questionnaire that asked them to indicate their perceptions of six stressful scenarios developed by the researcher. Six hypotheses were generated from past research on stress and the entrepreneur. It was hypothesized that entrepreneurs and business managers would see clear internal/external sources for internal/external stresses presented. Business owners should see ambiguous stress as originating from themselves or their own actions, whereas business managers should see ambiguous stresses as originating from environmental sources. The two groups should also differ in overall perceptions of stress, the controllability of stress presented in the scenarios, and their likely coping activities. The data revealed no significant differences between groups on perceptions of stress sources, general stressfulness and controllability of stress, and overall coping strategies used. Significant findings unrelated to the hypotheses in this research were discussed in reference to the quality of the research performed, rather than to lack of differences existing between managers and entrepreneurs in stress perceptions.

PERCEPTIONS OF STRESS BETWEEN
BUSINESS OWNERS AND BUSINESS MANAGERS .

Perceptions of Stress Between Business Owners and Business Managers

This study will focus on stress, or a relationship between the person and environment that is appraised by the person as taxing or exceeding his or her resources and endangering well-being (Folkman, Lazarus, Gruen, & DeLongis, 1986). This definition has been adhered to while other, more vague definitions of stress have been hypothesized, that stress is experienced mostly by people who lack the personality characteristics necessary to deal effectively with adverse life events (Kobasa, 1979; Kobasa, Maddi, & Courington, 1981; Kobasa, Maddi, & Kahn, 1982). Research that focused on personality as a mediator of stressful events concluded that people who possess characteristics like commitment, control, and challenge (e.g., hardiness) use these characteristics to reduce or dampen the effects of stress which can manifest themselves as illness or in chronic health problems (see Friedman, 1992, for a review of emotional and motivational aspects of stress that may have detrimental influences on health). This research looked at the way people with certain personality traits perceive stress differently and cope with it differently than those who do not possess such personality traits. Stress itself was usually not defined in this research; the word was merely used as a descriptor of the result that comes from experiencing an unfavorable life event. “Good copers” of stress were categorized as those who possess traits that allow them to transform stressful events into events that do not seem so terrible after all, by finding their experiences more meaningful and interesting rather than threatening and negative (“transformational coping”). In contrast, people low in hardiness characteristics tend to find themselves and their surroundings meaningless and threatening. They look

at challenges as overwhelming obstacles that exist only to disrupt life in negative ways; thus, when life changes occur, they experience stress and cannot cope with it in ways that reduce these negative feelings (Kobasa et al, 1981). Eventually, research on stress that focused on personality traits that influence how a person experiences stressful life events yielded to another interpretation of the differences among people in appraisal of situations normally defined as stressful, such as situations that contain an element of uncertainty or ambiguity (Monat, Averill, & Lazarus, 1972). The focus on personality gave way to an interactional view of stress as a combination of how a person reacts to stress and the stressful event itself. Specifically, research began to look at the experience of stress and coping behaviors used to combat stress as cognitive processes. When we experience a negative situation, our cognitive appraisal of the situation as harmful to our psychological well-being influences how we react to the situation, whether we passively accept the situation's consequences or actively cope with it to make it less of a problem (Gal & Lazarus, 1975; Lazarus, 1985). In this light, a particular person need not always be an effective copier of stress; certain situations may be appraised as more easily contested and thus stress may be more easily alleviated. The same person may appraise a different situation as stressful, yet not be able to deal with it as easily. This view of stress neatly encompasses the person-environment relationship that social psychological research has found to be crucial in studying human behavior (Aronson, Wilson, & Akert, 1994; Ross & Nisbett, 1991), gives the concept of stress a more complete meaning, and will be used in the present study.

The subjectivity of stress. Defining stress in this way allows room for interpretation among individuals. Clearly, adverse circumstances contain characteristics that are felt negatively, but not by everybody experiencing them. Involvement in the situation (cf. Lazarus & Folkman, 1987), substantial consequences of a stressful event (cf. Lazarus, 1991), and even the mood a person is in (DeLongis, Folkman, & Lazarus, 1988) contribute to how, or if, a person experiences stress. All of these factors, and others, are included in a model that defines stress as a psychological problem (Lazarus, 1966). According to this model, psychological stress occurs when a person has made an evaluation that demands exceed resources. Stress reactions occur when a person perceives threat to his or her existing lifestyle or mental well-being as a result of a certain situation (Lazarus, 1995; Monat et al, 1972) and decides to use some type of coping skill to deal with the situation to regain a sense of control over the adverse situational changes. From this model, a stress reaction can be seen as made up of four factors: the person vs. environment interaction, a change in situation from what is expected or known, a feeling of loss of control over the situation, and coping skills used.

Because stress is seen as a process made up of a personal interpretation of the situation, it has been suggested that stress should be looked at, and treated, in an individual manner (Lazarus, 1995). The individuality of stress experience that this definition asserts makes it difficult for psychologists to study stress and its effects in a systematic manner. That is, if everybody experiences stress differently, how can it effectively be studied, with cogent conclusions? Because people experience stress when they cognitively appraise the situation as stressful, the appraisal process is targeted when

studying stress. According to Lazarus' stress model outlined above, the person makes decisions about the demands that tax his or her resources; if the demands are seen as too many or too difficult to overcome, then the situation will seem stressful, and that person will have trouble using an effective means of neutralizing stress. If the person sees alternative ways of handling these demands to make them more controllable, then he or she will have a less adverse stress reaction to the situation and will cope with the changes more effectively (Lazarus, 1995). Research on the process of stress has utilized this model to examine how life strains and coping processes work together to form an overall appraisal of stress that may be different across similar people. The perceived sources of stress, mediators of stress, and results of stress in individual emotional and reactive terms are looked at as three domains important in mediating the effects of the stress experience (Pearlin, Lieberman, Menaghan, & Mullan, 1981). In a particular person, unusual life strains may greatly affect personal or environmental expectations, leading to the disruption of emotional mediators of change, which result in negative reactions to the life event. This "stress process" provides a basis for understanding the logic behind the present study's approach to stress as experienced by the individual.

Environmental factors in stress. According to Lazarus' stress model, a person experiences stress if the environment is perceived as threatening or harmful to psychological well-being. To the extent that appraisals of stress vary among individuals, so does the stressful experience. One arena in which stress is experienced by a vast number of adults is at work. Work stress is perhaps one of the most salient types of stress that people must cope with. The amount of literature on "stress management" for those

who experience work stress emphasizes the importance of alleviating stress in this context (e.g., Cartwright & Cooper, 1997; Paine, 1982; Patel, 1991). Not only do stressful employees cost businesses money in loss of productivity, compensation claims, and medical expenses, the economy suffers for these same reasons. As downsizing, organizational change, and loss of control on the job increases, so does the experience of stress for many business professionals (Cartwright & Cooper, 1997; Parasuraman, Purohit, Godshalk, & Beutell, 1996). Research on occupational stress has been traditionally grounded in work that studied the effects of major job disruptions such as the ones outlined above (e.g., downsizing, organizational change; Cartwright & Cooper, 1997). From a theoretical viewpoint that matches Lazarus' stress model, it has been suggested that research on work stress should look at stress as a subjective phenomenon that is best measured using minor daily hassles rather than major disturbances (DeLongis et al, 1988; Gruen, Folkman, & Lazarus, 1988; Lazarus, 1990). This research provides support to the view of stress as an ongoing process, mediated by cognitive appraisal of the situation and the coping mechanisms used to deal with it. The results from this research found large individual differences among people who experience similar daily hassles, and suggests that people who do not cope with stress well are those who perceive it more negatively affecting their daily lives (DeLongis et al, 1988). Daily life stress research also suggests that any stress measure should assess the content or sources of stress rather than just the degree to which an event is experienced as stressful. A complete measure of stress should capture the following elements that are contained in the stress model: key inputs of the stress process (whether personal or environmental

sources), person-centered beliefs and motivational patterns which guide appraisal and coping, measures of actual appraisal and coping processes involved, and responses to the situation itself (behavioral, emotional, and sometimes physiological) (Lazarus, 1990).

Although the same argument supports abandoning the measurement of stress altogether in favor of measuring the positive and negative emotions of daily living, the present study maintains the use of stressful job events as a basis for measurement because of the narrow scope this project allows, and also because of the usefulness of stress-as-emotion research in applied settings like stress management.

Coping. The stress model targets coping skills as the last element involved in the experience of stress. Coping has been outlined in stress research as the result of the cognitive appraisal of a situation (Folkman & Lazarus, 1988; Lazarus, 1990, 1991); that is, whether a particular encounter with the environment will affect an individual's well-being in a positive or negative way. In this sense, coping as a response to stress is a difficult element of the stress process to tease out. Research on stress and coping focuses on coping as a mediator of stress rather than a product or result of experiencing stress. Coping is seen as closely related to stress, so much that it would not appear in research if stress was not initially experienced as defined as a situation in which demands are seen to exceed resources (Folkman & Lazarus, 1988). Research on stress addresses adverse stress reactions as the combination of a deficit in coping skills and the lack of personal needs being met (Gruen et al, 1988), but, aligning with the stress model, does not address coping as a set of skills independent from the negative experience of stress. When a person experiences stress, he or she first evaluates to what extent situational demands

will affect his or her well-being, and what can be done to improve upon them. The cognitive-behavioral result of these appraisals (i.e., coping) is what the person uses to manage the demands experienced in the circumstances. The demands are almost always viewed as threatening or distressing (Folkman et al, 1986), and vary with the situation (Lazarus, 1995); therefore, coping behaviors vary as well. Threatening demands that lead to the experience of stress decrease in their threat perception when a person feels he or she has the means of mastering perceived harm by tolerating, controlling, or eliminating it (Lazarus, 1982), or in other words, when the person has coped effectively with that situation.

Coping can be done in many different ways. We have seen that when a person experiences an event as stressful, he or she may employ any of a number of behaviors in a coping repertoire to lessen the perception of negative stress. In this light coping is seen in stress and coping literature as a mediating variable generated during a stressful encounter that transforms the stress appraisal in some way (Folkman & Lazarus, 1988). Actual behaviors, external supports, and emotional transformations are used by people to transform stress into an event that is easier dealt with or handled. Coping has two major functions: to deal with the problem that is causing the distress (problem- or action-focused coping) and regulating emotion (emotion-focused coping). Research has shown that people use both kinds of coping in every type of stressful encounter (Folkman & Lazarus, 1980). Problem-focused coping includes more active ways of dealing with stress; people may employ aggressive efforts to fix the situation or apply more rational and thought-out problem-solving skills. In contrast, emotion-focused coping may include

self-controlling, accepting responsibility, reappraisal of the situation, and seeking support from others (Folkman et al, 1986; Kaniasty, 1991). Findings from research on types of coping show that the appraisal of what is at stake in the stressful event influences what type of coping strategy a person applies. Specifically, this research has found that threatened work goals and situations that could be changed for the better involved more effortful problem solving and active coping; on the other hand, when self-esteem was at stake, more emotion-based coping was employed, such as self-control and accepting responsibilities (Folkman et al, 1986). The use of active coping has been seen to be adaptive to the experience of stress; active coping skills can increase a sense of mastery over the situation, and can also divert attention from the negative effects a stressful encounter might have (Gal & Lazarus, 1975).

Work stress. The present study attempted to combine traditional research on stress and coping theory with recent research on work, or occupational, stress. Research on occupational stress has shifted from looking at major work arena changes as contributing to stress to focusing on daily hassles or psychological factors that contribute to daily stress on the job, specifically ambiguity, autonomy and control, career satisfaction, individual differences, job demands, job involvement, life stress, role conflict, schedule inflexibility, time commitment to work, work-family conflicts, and work-role overload (Parasuraman et al, 1996; Peterson et al, 1995; Xie, 1996). Several theories on how stress develops at work looks at stressful antecedents in a couple of different ways. One way focuses on work stress as a result of a poor person-environment fit; specifically, when a person perceives work demands as overwhelming his or her

abilities to achieve those demands, the person will experience stress at work (Edwards, 1989; Xie, 1996). The person-environment fit approach to stress can also be applied at work by assessing the fit between work supplies (amount, frequency, and quality of environmental attributes that may fulfill an employee's values) and employee values (conscious desires of a person, like preferences, motives, and goals). The core mechanisms that underlie the fit of this model to stress are the cognitive comparisons an employee makes between what is perceived and what is desired or feasible (Edwards, 1989). More explicit origins of work stress outlined in research pinpointed commonalities across several international countries, and found that certain dimensions present in most work cultures (i.e., power distance, uncertainty avoidance, individualism, and masculinity) contribute to psychological issues that contribute to stress at work. These issues revolve around role conflicts (incompatibility between the expectations of parties or between aspects of a single role) and role ambiguity (uncertainty about what actions to take to fulfill a role) (Peterson et al, 1995). Expectations and inconsistencies between roles are the main issues involved in this research. Again, elements of the cognitive appraisal of a work event may contribute to the experience of work stress.

The entrepreneur. Research on work stress and the entrepreneur has surfaced recently as the entrepreneur has become an interesting focus for business and psychological research. Initial research on the entrepreneur looked at entrepreneurs as a separate group of people in business who possess certain personality characteristics that set them apart from other people in business (i.e., alertness, Busenitz, 1996; goal-oriented, Miner, Smith, & Bracker, 1994; risk-taking, Naffziger, Hornsby, & Kuratko,

1994). Other research on the entrepreneur has balanced the view of this group and focused more on the appraisal of environmental characteristics that help set the entrepreneur apart from other people in business. This research notes that certain psychological variables may interact with the environment to make an entrepreneur successful, such as attitudes toward independent business, behaviors elicited in creating a new business, expectations of success, interpersonal skills, opportunity recognition, opportunity-directed behavior, reasons given for business start-up, and ways of thinking about the world (Gatewood, Shaver, & Gartner, 1995; Pieterman, Shaver, & Gatewood, 1993; Shaver, 1995; Shaver, Gartner, Gatewood, & Vos, 1996; Shaver & Scott, 1991; West & Meyer, 1997).

These integrative ideas that looked at environmental and person variables of entrepreneurs lead to the development of whole models to examine new business ventures and the behavior business owners undertake to make their companies successful. These models encompass founder characteristics, such as goal attainment and education level, start-up processes, such as pre-planning and seeking outside information, and industry structure/venture strategy, which all lead to firm performance (Sapienza & Grimm, 1997). Other theories narrow this concept by examining entrepreneurship itself as a specific orientation that relates to business performance. The idea is that entrepreneurship ("new entry" into business) in start-up ventures and existing firms is the result of combinations of individual, organizational, and environmental factors that influence how entrepreneurship develops. An entrepreneurial orientation refers to the processes, practices, and decision-making activities that lead to new entry.

Five dimensions of entrepreneurial orientation contribute to performance. They are: a tendency to act autonomously, a willingness to innovate, risk taking propensity, proactivity in relation to new opportunities, and competitive aggressiveness toward competitors (Lumpkin & Dess, 1996). Still other research has found preliminary evidence that entrepreneurs differ in the reasons they attribute to why they decided to create a new business (Gatewood, Shaver, & Gartner, 1995; Kimmel, Shaver, & Gatewood, 1998). Specifically, it was found that entrepreneurs differ in internal versus external reasons for wanting to go into business, using attribution theory as a guide for defining these differences. This is only a brief review of research on the entrepreneur that focuses on cognitive characteristics entrepreneurs may hold that lead to creating and maintaining a new business. The undercurrent of the present study is the possible relation of these cognitions to having the ability to manage and cope effectively with the many ups and downs of life in business. The present research investigated the possibility that entrepreneurs as a group use information from the environment in unique ways, yielding to distinct appraisals of stressful situations at work, as well as employing particular coping mechanisms.

Entrepreneurs and stress. Entrepreneurs have similar job responsibilities to business managers (i.e., hiring/firing employees, implementing new business plans, making important business decisions for the company). In light of previous research that suggests that entrepreneurs display unique cognitive characteristics that may enable them to appraise their environment in different ways, it is thought that their views of stress on the job would differ from business managers, who might have the same kinds of

responsibilities as entrepreneurs yet may have different motivations for achieving success at work. It is thought that if “work” has a different qualitative meaning to entrepreneurs than to business managers, then perhaps their ways of viewing problems on the job and dealing with those problems differ as well. This idea leads to the main question of the present study: Do entrepreneurs and managers see job stress differently, and do they employ different coping strategies to deal with it? Not much research has been done on the topic; only a few studies have actually looked at differences in overall perceptions of stress between entrepreneurs and other business professionals (Parasuraman et al, 1996; Rahim, 1996). Psychological research has looked for differences between perceptions of stress, but these studies have limited generalizability, as they use undergraduate participants, who may not have the professional business experience that is needed to make adequate comparisons (e.g., Monat et al, 1972). In general, organizational research has moved to more subjective evaluations of performance and contextual examinations of people at work (Sapienza, Smith & Gannon, 1988; Smith, Gannon, & Sapienza, 1989); the present study utilizes this idea and looks at actual responses to stresses that real entrepreneurs face.

Studies have looked at entrepreneurs’ perceptions and ways of coping with stress and have come up with several factors that may relate to differences between entrepreneurs and other business professionals. One study on the experience of stress by entrepreneurs at work looked at specific variables that influence success and psychological well-being in the entrepreneur. These factors centered around three main life areas: family, roles, and work. They focused on internal (career satisfaction, family

satisfaction, life stress), and other (role demands, time commitments to both) indicators of success in these domains and looked at how they relate to the well-being (i.e., reduction of stress) of entrepreneurs at work. The study examined autonomy (amount of freedom available on the job), schedule inflexibility (schedule restraints that can increase work pressures, and reduce time available to spend with family), work-role overload (the perceived magnitude of work-role demands), job involvement (the psychological investment in and the importance of work to a person), time commitment to work (the competing influence that work has over time spent with the family), career satisfaction (the entrepreneur's personal satisfaction with various aspects of career success), and life stress outside of work (indicators of general well-being), among others, as influencing factors on entrepreneurial career success and well-being (Parasuraman et al, 1996).

Autonomy can be seen as a primary motivator in the choice of an entrepreneurial career (cf. Kimmel, Shaver, & Gatewood, 1998), and has been seen as a major dimension of the entrepreneurial orientation that may be related to success in independent business, as mentioned above (Lumpkin & Dess, 1996). According to the Parasuraman et al study (1996), the remaining areas can also influence entrepreneurs' perceptions of stress at work and in general. The seven areas defined here were used in the present study, based on previous research that has encompassed cognitive factors of the entrepreneur. These areas were used in order to provide a framework around which to study cognitive appraisals of stress; they were not used in the same capacity as they were in the Parasuraman et al (1996) research.

Another study compared business managers and entrepreneurs and hypothesized that moderators of stress, such as locus of control personality and social support, lead to less experience of depression, anxiety, anger, and cognitive disturbance. This study found that entrepreneurs, who had more internal locus of control, regarded stress as less of a problem, and reported less experience of stress at work. An internal locus of control was defined as the extent to which individuals believe they can control events affecting them, and that events in their lives are generally the result of their own behaviors. In contrast, an external locus of control was defined as the extent to which individuals believe that events are caused by chance, fate, or others around them. Social support was not significantly found to contribute to the lessening of stress at work for either of the two groups (Rahim, 1996). Note that this study included a personality measure of entrepreneurs that related to differences in experience of stress from that of managers. This may be important, but not all entrepreneurs are “internalizers.” The study does not reach the conclusion that it is something about how the entrepreneur perceives the environment that leads to an indication of feeling less stress at work. On the other hand, it is a good start for laying the foundation for the present study.

The present study. In light of stress research and the psychological variables of the entrepreneur, the present study has combined several ideas to narrow the focus of how entrepreneurs might experience and cope with stress on the job in different ways from that of business managers, who share many of the same business tasks or responsibilities. Several hypotheses have been examined:

H1: Entrepreneurs and business managers will see internal stresses as coming from internal sources, and external stresses as coming from external sources.

H2: Because their careers are characterized by autonomy and general personal investments, entrepreneurs will perceive ambiguous stress as originating from internal sources.

H3: Managers, by virtue of organizational constraints that may prevent them from being able to directly take action against stress, will see ambiguous stress as originating from external sources.

H4: Entrepreneurs will see stress as more controllable, and managers will see stress as less controllable.

H5: Entrepreneurs will take a more action-focused coping strategy to deal with perceived stress; managers will use a more emotion-focused coping strategy to deal with perceived stress.

H6: Entrepreneurs will perceive negative work events as less stressful overall; managers will perceive negative work events as more stressful overall.

The present study involved two parts. Study 1 employed the help of several entrepreneurs, who were asked to indicate specific stressful events that they experience in the seven areas of life described in the Parasuraman et al (1996) study. These events were coded as internal or external events, according to attribution theory, as described by Weiner (1985), and as used in entrepreneurship research by Gatewood et al, 1995; Kimmel et al, 1998; and Shaver et al, 1996. This theory explains that the cause or source of an event is attributed by a perceiver of the event. The attribution a person makes

about an event is thought to guide his or her behavior toward or as a result of the event.

These sources have three dimensions: locus (internal or external), stability (as compared to variability), and controllability (as compared to uncontrollability). These

explanations of the source of an event are cognitive ascriptions, and are thought to

display the inner workings of a person's perceptive tendencies across various situations.

From the stresses given by these nine entrepreneurs, the author formulated six stress

scenarios that were given to another group of entrepreneurs and business managers as a

measure of perception of and coping with stress, in Study 2. Two internal-source stress

scenarios, two external-source stress scenarios, and two ambiguous-source stress

scenarios were given to the two groups. The internal/external stress differentiation was

used in order to elicit similar perceptions and responses of the stress between the two

groups. To clarify, if a stress were clearly internal and clearly external, both

entrepreneurs and business managers would have similar reactions to the stress; they all

would clearly ascribe the origins of the stress as either internal or external (H1).

According to H2 & H3, entrepreneurs and managers were expected to see the sources of

ambiguous stress differently, by virtue of possible differing roles or appraisals of work

stress that they possess. The causal ascriptions of the ambiguous stresses were most

important to the hypotheses and were the main factors that were analyzed. Related to

internal and external source attributions given to the stresses, the controllability of each

stress was examined, in line with H4. Again, entrepreneurs and business managers were

expected to differ in how they appraise the controllability of each stressful situation; this

is related to the locus of control literature presented above, as well as the attributional

literature (e.g., Kimmel et al, 1998; Rahim, 1996; Weiner, 1985). If a participant sees the situation in the scenario as stressful, his or her appraisal of that situation as being controllable or not will be analyzed. Coping strategies were also analyzed (H5). The participant's response to a situation was examined; according to coping literature that emphasized action- v. emotion-focused coping skills used (e.g., Folkman & Lazarus, 1980), and also literature that emphasizes action-orientations that entrepreneurs share (e.g., Lumpkin & Dess, 1996), it was expected that entrepreneurs will spend more effort on coping with stress in a more active way than that of managers, who may perceive the stress as something they cannot control or manipulate, thus they would spend more energy on doing more internal, or emotional kinds of coping with stress. Finally, H6 was analyzed by an overall evaluation of the appraisal of the scenarios as stressful; it was hypothesized that managers would perceive the events illustrated in the scenarios as more stressful, and that entrepreneurs would perceive the same events as less stressful, indicating differing cognitive variables that reveal themselves in overall perceptions of stress.

Study 1

Method

Participants. Participants ($n = 9$) were entrepreneurs from a venture capital networking group in Richmond, VA who volunteered their time to the researcher. Entrepreneurs were defined as either present business owners or as employees of a business venture aimed at growth, profit, or being a market leader. The researcher recruited potential volunteers at a bimonthly meeting of the group on September 16,

1998. This recruitment was done by announcing to those present at the meeting that volunteers were needed for a project aimed at learning about how entrepreneurs experience and cope with stresses in their lives. They were told that the study was looking to find subjective experiences of stress among entrepreneurs not found in existing stress research. Eleven volunteers expressed a willingness to participate in the study. Of these eleven, nine were contacted to take part in the study; two were female and seven were male. Of the nine participants, eight were owners or partners of a business; one was a former business owner.

Materials and Procedure. During initial contact, each entrepreneur gave the researcher permission to contact him/her at the onset of the study. Approximately two months later, the researcher contacted the volunteers by phone and reminded them about the project. Verification of their continued interest in participating was also done at this time. Upon receiving approval to continue their participation, the researcher set up appointments with volunteers to meet and conduct the 30-minute Study 1 interview. All nine contacted volunteers agreed to continue participation; one indicated that an electronic questionnaire would be more convenient, two wished to conduct the interview over the phone. Convenient times and meeting places were then set up to conduct the interviews, which took place over a period of about three weeks. All data collection, whether done by one-on-one interviews, phone interviews, or email, took place from December 4-30, 1998. The set-up of interviews as well as the actual interviews followed a verbatim script. In it, the researcher reminded participants of their initial willingness to take part in the study, and inquired about their continued willingness. They were told

that their participation would be the basis to the researcher's master's thesis; they were also told that their participation would be an asset to research on the entrepreneur in general. This script is found in Appendix A.

At confirmed interview appointments, the researcher explained to participants that stresses entrepreneurs face are unique. Participants were told that because stress and coping varies widely across groups and individuals, they were selected for this project to provide examples of stresses they face in each of seven categories found to be broad areas of the sources of stress for entrepreneurs (Parasuraman et al, 1996), and how they cope with each stress. From the information they provided, the researcher would compile a second questionnaire that contained examples of common stresses, to be given to a second experimental group.

During the interviews, the researcher asked participants to give an example of a stress that they experience in each of the seven areas of life mentioned above. They were: autonomy/independence, schedule inflexibility, work/role overload, job involvement, time commitment to work, career satisfaction, and life stress outside of work. The researcher took notes on participant answers, and recapped with participants the answers they gave for each. Examples of stresses given by the participants were: "Sometimes I am not completely in charge of business goals" (autonomy/independence), "I can't take vacations - would like to spend more time with my family" (schedule inflexibility), "Work is sometimes overwhelming" (work/role overload), "Not being able to meet expectations is tough" (job involvement), "There is not enough time in the day" (time commitment to work), "Finding a way to be creative" (career satisfaction), and

“Normal family/relationship issues” (life stress outside of work). In addition, entrepreneurs were asked for demographic information about the business: size, location, product or service offered, age of the venture, and his/her ownership status. At the end of the interview, the researcher thanked participants and explained that they would be receiving the Study 2 questionnaire when their data were analyzed and combined. They were advised of confidentiality of their responses, and asked to sign a release form for the researcher to use their data in subsequent analyses. Each interview lasted approximately 30 minutes.

Results

Results from three coders of Study 1 data resulted from calculating agreement of internal/external coding, as well as agreement of most common stresses presented, as discussed in the Method section for Study 2. Overall consistency across coders for the seven areas of life stress was elicited by counting the number of times each set of coders agreed upon a stress being internal or external, and then dividing the agreed coding of each area by the total number of stresses given by respondents for that area. Total agreements across coders ranged from 61% for time commitment to work stresses, to 88% for scheduling inflexibility stresses. The total agreement per area of life across the three coders is presented in Table 1.

Internal/external coding of stresses per life area was elicited by calculating a percentage of agreement across coders for whether or not a particular stress in each life area was internal or external. The lowest amount of agreement was for stresses resulting from autonomy issues at work, which resulted in 33% internal coding, 33% external

coding, and 33% disagreements across coders. The highest amount of agreement across coders was for scheduling inflexibility stresses, which resulted in 83% agreement for external coding. The total agreement per stress per life area for internal/external coding is presented in Table 2.

Stresses used in Study 2 scenarios were created by using stresses that each coder felt were most common throughout Study 1 data. Common stresses that were used in creating Study 2 scenarios fit into the categories of highest total agreement and internal/external agreement per stress per life area. One common internal stress was “acknowledging problems,” as used in the “Jim” scenario; this stress was in the “career satisfaction” life area, which had a total agreement of 71% across coders, and a per stress internal agreement of 42%. The other common internal stress was “guilt/family problems,” as used in the “Suzanne” scenario; this stress was in the “job involvement” life area, which had a total agreement of 75% across coders, and a per stress internal agreement of 50%. One common external stress was “doublebooking” or “too much work,” as used in the “Mary” scenario; this stress was in the “schedule inflexibility” life area, which had a total agreement of 88% across coders, and a per stress external agreement of 83%. The other common external stress was “money problems,” as used in the “John” scenario; this stress was in the “outside of work stress” life area, which had a total agreement of 77% across coders, and a per stress external agreement of 66%. Note that the “John” stress scenario still reflects problems occurring at work; however, the researcher chose to keep the scenario in a work setting, as money problems can be as prevalent outside of work as they are at work. Keeping the scenarios in a “work” setting

was a decision the researcher made in order to keep the scenarios consistent. Ambiguous stresses were created without input from coders; the researcher made up the scenarios to reflect the areas of life that had the least internal/external overall agreement across coders. One life area in which there was little agreement across coders was “time commitment to work,” as used in the “Mark” scenario. This stress had a total agreement of 61% across coders, and a per stress external agreement of 42%. There was no agreement for internal coding in this area. The other ambiguous stress was “work/role overload,” as used in the “Marsha” scenario. This stress had a total agreement of 66% across coders, a per stress internal agreement of 28%, and a per stress external agreement of 28%.

Study 2

Method

Participants. Participants were composed of two groups, a group of entrepreneurs and a group of business managers. One group of entrepreneurs were females from the Virginia Beach area who volunteered to complete the questionnaire. They were members of two business groups, Women in Construction and the National Association of Women Business Owners (NAWBO). They were recruited by the researcher indirectly through a member of NAWBO. This contact person requested participation from other members of the groups during a monthly meeting which drew approximately 55 people, on March 17, 1999. At the meeting, the contact involved with this study asked for volunteers to take part in a stress and the entrepreneur study by filling out a questionnaire. Interested volunteers picked up a copy of the questionnaire at the end of

the meeting. The number of people who took a questionnaire is not known. Of the females taking a questionnaire at the NAWBO/WIC meeting, 3 returned completed questionnaires; 1 was a business owner. Another group of entrepreneurs was obtained by the experimenter through personal communications with entrepreneur acquaintances. Fifteen business owners were contacted indirectly by the researcher through a second contact person involved; this contact person distributed fifteen copies of the Study 2 questionnaire personally and by fax to entrepreneurs in rural western Pennsylvania and Phoenix, AZ, from April 5-10, 1999. All questionnaires were returned; of them, 13 were entrepreneurs (7 female, 6 male). Two respondents from this group were managers (1 female, 1 male). In addition, interested Study 1 entrepreneurs ($n = 9$) were asked to participate upon receiving a sample of the questionnaire in the mail, which was sent to them as part of their debriefing from Study 1. Of the Study 1 participants, three males returned completed questionnaires; only two were used in analysis due to a failure to follow directions.

Executive MBA students and Evening MBA students at The College of William & Mary were used as the sample of business managers. Two EMBA professors at the School of Business distributed the Study 2 questionnaire during a 1.5 hour break in the class, to be completed at the students' convenience if so desired. The classes at which the questionnaires were distributed took place on March 5-6, 1999. The total number of questionnaires distributed was 68 (16 females, 52 males); of these, 35 were completed and returned (24 males, 11 females). Two of the EMBA students were business owners

(1 male, 1 female); the rest were managers. One male respondent's data was not used from this group due to lack of consent given to use his data.

In all, the total number of business owners taking part in Study 2 was 18; 9 were female and 9 were male. The total number of business managers taking part was 36; 13 were female and 23 were male.

Materials and Design. The questionnaire contained a set of six stressful scenarios, each created from compiled Study 1 data. Each scenario was created to fulfill one of three conditions: internal stress, external stress, and ambiguous stress. These conditions were determined by three coders of Study 1 data, who coded the stresses presented as coming from internal and external sources according to a common set of procedures. This set of procedures was adapted from an attributional coding manual and procedures developed by Gartner, Gatewood, and Shaver (1995). Each coder had experience with this common set of procedures prior to this coding. Each stress illustrated by participants was classified to one of the two categories of locus from which the stress is felt. Internal stresses were coded as such if the stress was expressed by the person as coming from personal, or internal, sources. Stresses such as "I feel guilty when I can't spend time with my family" would be coded as an internal stress. External stresses were coded as such if the stress was expressed by the person as experienced from the environment, or if some environmental stimulus was causing the stress. An example of an external stress is "There is never enough money."

Internal stresses were created from examples the coders agreed upon as being internal. This "agreed upon" basis was devised by the researcher, who asked the coders

to give examples of common stresses they observed in the Study 1 data; after coding the data for internal/external attributions. This was done to obtain agreement on feasible and believable scenarios without using actual stresses given by Study 1 participants, to maintain confidentiality and anonymity of the participants. The stories created in the scenarios were based on both outside coders and the researcher agreeing upon what each stress should be in each scenario. Examples of the “agreed upon” internal stresses were: acknowledging problems, and guilt/family problems. One scenario created from these stresses is presented here:

Suzanne has run a retail store for about five years. Recently business has been very good; the only other store like hers in the area had recently closed down. When business picked up, Suzanne was very happy; lately, though, she has started to notice that she has been spending more time at the store than she had before. Although usually very supportive of her role at the store, Suzanne’s husband has started to complain that she wasn’t home as often as she used to be, and noted that she didn’t make it to their daughter’s school play last week because she was at the store taking care of some last minute advertising. Suzanne tried to spend more time with her family, but it was difficult due to the increasing demands the business required. Suzanne was feeling more uneasy despite the substantial increase to the business’ success. (guilt/family problems)

The same procedure was done for external stresses; the “agreed upon” external stresses were: doublebooking/too much work, scheduling around others, money problems. An example is presented:

Mary woke up today thinking of the business appointments she had made for the day. She had exactly two hours to prepare for work and make the commute to her office. While she got ready for work she mentally ran through what she needed to say at all the important meetings and considered each meeting’s impact on the success of the company. Suddenly she remembered the new client meeting she had made a week ago for today and had neglected to make room for it on her calendar. The schedule she had planned on wasn’t very flexible, and on her way to work she got a call from her assistant saying that he was ill today and would not be in. When she got to the office, she found that that two other key players at the meetings she had scheduled had overbooked and would not be able to make it today. Then an important client phoned to ask if they could switch the time of their meeting from early morning to late afternoon, which was of course already booked. After this news, Mary leaned back in her chair and wished she could start the day over again. (doublebooking/too much work)

Ambiguous stresses were created from examples the coders did not agree upon at all; these were stresses that stemmed from having too little time, and “general overload.” An example used in the questionnaire follows:

As Marsha walked through the warehouse of the company, she listed problems she found with the way things were categorized and stored. This was the third night this week she had stayed late because of inventory problems, and she was starting to regret taking on this additional responsibility at work. She wished she had hired someone else right away after the last guy left. At the time Marsha thought that she could handle it; she underestimated how many inventory problems there were. Now, Marsha realizes that adding this extra function to her workday takes away from her other, more important tasks. Her family sometimes complains about her unavailability, which makes her feel worse. (overload)

The rationale behind using these three levels of stress attributions comes from research that found entrepreneurs to display psychological variables different from that of other business people, especially across attributional style (internal and external attributions) (Gatewood et al, 1995; Kimmel et al, 1998; Shaver et al, 1996). It is thought that if entrepreneurs see stress differently from other types of managers, they would show this in their outward appraisals of stress, as well in their coping strategies. This difference is thought to be most prevalent where stressful situations are ambiguous. Thus, each participant took part in each of three conditions; internal stress condition, external stress condition, and ambiguous stress condition, making up a 2 (business group) x 3 (stress condition) x 2 (scenario instances within stress condition) within-subjects factorial design.

Procedure. Each potential participant received a copy of the Study 2 questionnaire to be completed at his or her convenience. The questionnaire contained a brief description of the study and the questionnaire, which stated

Under the premise that people see stress in different ways, the purpose of this study is to see if certain groups of people hold similar views about what is stressful and what is not stressful. Similar groups of people might also find common ways to cope with stress in their similar lives. You have been asked to take part in this survey because of your role as a businessperson.

After reading the study description, they were asked to read the scenarios and write their answers to the questions regarding their own appraisals of the scenarios. The instructions are presented here:

On the following pages you will find six scenarios that are a compilation of stresses people similar to yourself have experienced. Please read each scenario carefully and answer the questions that follow. There are NO RIGHT OR WRONG ANSWERS to the questions. Answer the questions as you see fit; place yourself into the shoes of the person being described and tell how you would feel and what you would do if you were this person in the situation that is described. Your most honest answer is the one that explains best how you WOULD feel and what you WOULD do, not how you think you SHOULD feel or what you SHOULD do. It is important to this study that you answer the questions based on your gut reaction, or your first instinct. Do not take too long in answering the questions; doing so should signify that you are thinking too hard to come up with the RIGHT answers, of which there are none.

They were then asked to read and sign a consent form, followed by the scenarios and questions. Each scenario was approximately the same length, and all of the questions followed the same format and scale. The first five questions that followed each scenario were on a 7-point semantic differential scale, designed to obtain measures of how manageable, stressful, controllable, familiar, and likely the stress presented in the scenario was to participants. The participants were asked to indicate where on the scale they would feel in this scenario in regard to the anchor words given. The scale was presented as such:

For each of the following, indicate how you would feel about the same life events that Suzanne is experiencing right now: How would YOU feel? "These events are...

"non-stressful	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	stressful."
"things that I cannot control	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	things that I can control."

Next, two short-answer questions were presented to participants. These were constructed to obtain measures of how a participant would react and respond to the stress in the scenario, as well as why they would find the scenario stressful in their experience, if at all. These questions were as follows:

If you were Suzanne, please explain in your own words, how YOU would feel in REACTION and what you would do in RESPONSE to these events. REACTION is how you would *feel*; RESPONSE is what you would *do*. “If I were in this situation, I would react like this: ... and I would respond like this:...” Please use the space provided. (space given)

If you would find these events stressful in any way, please indicate why in the space provided. (space given)

A complete “Job Stress Study” questionnaire can be found in Appendix B.

At the completion of the questionnaire, participants were asked to fill out various demographic questions indicating sex, the kind of business they work in, the age of the business they work in, the location of this business, their position in this business, how long they have worked there, how long they have worked in their current position, and if they were a business owner. Finally, they were asked to sign a release of information form to authorize the use of their data in subsequent analyses. Participants then gave the forms to the professor (as in the case of the business students) or mailed them to the researcher. They were given the choice to receive results on a web address or to have them mailed by the researcher at the conclusion of the study. A total of four participants asked to have the results mailed; of these, one was a female non-business owner from the NAWBO/WIC meeting, one was a male non-business owner EMBA student, and two were entrepreneurs from Study 1.

Results

All statistical analysis was done using SPSS 7.5 statistical software. An alpha level of .05 was used throughout all statistical analyses.

General perceptions of stress and control. The data components to be used in analysis of the hypotheses began with the answers to the five semantic differential stress questions immediately following each internal, external, and ambiguous stress scenario (referred to as scenario *types*). The questions were designed to elicit a general perception of stressfulness and controllability for each individual scenario (referred to as scenario *instances*). Each question was in a 7-point Likert scale format, such that a larger number indicated a less negative view of the scenario instance (or, the participant saw the scenario instance as less stressful). Answers to questions #2 (“These events are non-stressful/stressful”) and #4 (“These events are other people’s problems/my own problems”) were reverse scored. For each scenario type (internal/external/ambiguous), two scenario instances were presented to each participant. It was hypothesized that both the clearly internal and clearly external scenario types would yield similar, or correlated, results across both groups of participants and that the responses to the ambiguous scenario types would not be correlated due to different overall perceptions of the scenario types between groups, to be discussed later. Correlations between the two groups’ answers to these questions across scenario type were made to show that the two groups indeed perceived each scenario instance consistently within each scenario type, according to H1:

H1: Entrepreneurs and business managers will see internal stresses as coming from internal sources, and external stresses as coming from external sources.

This was not found to be the case, with a few exceptions. Pearson's product moment correlation statistics were computed for each corresponding question set within each scenario type. For the internal stress scenarios ("Suzanne" and "Jim"), the responses to "These events are non-stressful/stressful" yielded a Pearson's r of .31, $p < .05$. For the "Suzanne" instance, entrepreneurs had an average response to this question of 3.35, $SD = 1.90$; managers had an average response of 2.85, $SD = 1.44$. For the "Jim" instance, entrepreneurs had an average response of 3.82, $SD = 1.70$; managers had an average response of 3.70, $SD = 2.11$. In the external stress scenarios ("John" and "Mary"), responses to "These events are other people's problem's/my own problems" yielded a Pearson's r of .35, $p < .01$. For the "John" instance, entrepreneurs had an average response to this question of 2.94, $SD = 1.52$; managers had an average response of 2.85, $SD = 1.68$. For the "Mary" instance, entrepreneurs had an average response of 2.59, $SD = 1.54$; managers had an average response of 2.61, $SD = 1.71$. Finally, in the ambiguous scenarios ("Mark" and "Marsha"), two questions yielded correlated responses; responses to "These events are unmanageable/manageable" and "These events are non-stressful/stressful" revealed a Pearson's r of .38, $p < .01$, and .56, $p < .001$, respectively. For the "Mark" instance, entrepreneurs had an average response to the "manageability" question of 4.94, $SD = 2.11$; managers had an average response of 5.52, $SD = 1.50$. In this same instance, entrepreneurs had an average response to the "stressful" question of 3.12, $SD = 2.01$; managers had an average response of 3.06, $SD =$

1.85. For the “Marsha” instance, entrepreneurs had an average response to the “manageability” question of 6.00, $SD = .87$; managers had an average response of 6.42, $SD = .66$. In this same instance, entrepreneurs had an average response to the “stressful” question of 3.94, $SD = 1.82$; managers had an average response of 3.42, $SD = 1.85$. This set of results indicates that scenario instances within scenario type were not perceived as related across all participants, which does not fully support H1. Although most correlations across responses were in the expected direction, and some were statistically significant, the actual correlational values were not sufficiently high enough to justify combining the values to get an overall measure of stressfulness or controllability for the three types of stress scenarios.

Attributional differences. The next set of analyses covered the first three hypotheses; which were performed to look for differences in attributions of the sources of stress between managers and entrepreneurs:

H1: Entrepreneurs and business managers will see internal stresses as coming from internal sources, and external stresses as coming from external sources.

H2: Because their careers are characterized by autonomy and general personal investments, entrepreneurs will perceive ambiguous stress as originating from internal sources.

H3: Managers, by virtue of organizational constraints that may prevent them from being able to directly take action against stress, will see ambiguous stress as originating from external sources.

Internal and external attributions of sources of stress were coded as such using a coding manual and procedures adapted from the one developed by Gartner, Gatewood, and Shaver (1995). Sources of stress in participant answers to the question “If you would find these events stressful in any way, please indicate why...” were coded by the researcher and one additional coder, who also coded internal/external attributions of the stresses in Study 1. If a participant answered this question in the affirmative and used the word “stress” or any of its synonyms or derivations (to be explained in subsequent analyses), the source of the stress was coded according to the procedures developed. The two coders of stress sources yielded an interrater reliability of $\alpha = .57$ for internal and external coding of stress sources across all participants. If the source of the stress was viewed to originate from the person or is directly experienced or felt by the person, one that might not be experienced by anyone else in a similar situation, it was coded as internal. If the source of stress was viewed to originate from the environment, or was a stress that could realistically be experienced by anyone in a similar situation without regard to personal characteristics of that person, it was coded as external. The stability or variability of the stress source was also coded by the two coders, also according to the same set of procedures adapted from previous research. The two coders of stress sources yielded an interrater reliability of $\alpha = .60$ for stable and variable coding of stress sources across all participants. Statistical analyses were performed on these data, but they were not significantly different between groups or across scenario types; furthermore, they were not necessary to support the hypotheses. A full set of procedures contained in the coding manual can be found in Appendix C.

Within-subjects repeated measures 2 (group) x 3 (scenario type) x 2 (scenario instance within type) ANOVAs were performed on the internal/external stress source data, to assess the hypotheses that internal stress scenarios would be experienced by both entrepreneurs and managers as internal, and that external stress scenarios would be experienced by both groups as external. There was a main effect of scenario type, $F(2, 51) = 6.39, p < .05$, indicating that managers and entrepreneurs saw more internal sources to the stresses in the internal scenarios than in either of the other two scenario types. The findings for external stress scenarios were not significant between groups. Hypotheses 2 and 3 were also not supported by these analyses; differences between groups were not found on attributions of ambiguous stress sources. In fact, both managers and entrepreneurs attributed more external sources to stresses in the ambiguous scenarios. Full sets of means and standard deviations for internal and external stress sources across all scenarios are presented in Tables 3 and 4.

Perception of scenario controllability. The answers to the one semantic differential question targeting perceived controllability of the stressful scenarios were analyzed to find a difference in expression of controllability of the three scenario types between business owners and managers. Content analysis of affirmative responses to the short-answer stress questions was also done to elicit an overall view of controllability of the scenarios. These data were analyzed according to H4:

H4: Entrepreneurs will see stress as more controllable, and managers will see stress as less controllable.

According to the hypothesis, entrepreneurs were expected to view the stress in the scenarios as being easier to control and alleviate, and that managers would view the same stresses as being less controllable. This hypothesis was not fully supported by the data. The semantic differential question targeting perceived controllability of each scenario type was analyzed by a 2 x 3 x 2 within-subjects repeated measures ANOVA, looking for differences between the two groups on perceived controllability of the scenario instances within type. A significant interaction between scenario type and instance on perceptions of controllability was found, $F(2, 48) = 11.60, p < .01$. This indicates that within each scenario type, the two instances elicited differences in perception of controllability of the stress, which does not lend support to the hypothesis. This finding does have additional implications for the present study, to be discussed later. A main effect of scenario type was also found, $F(2, 48) = 11.93, p < .01$. This indicates that there was a difference between perception of stress controllability, depending on the scenario type. Although a significant finding, it does not support the hypothesis that a difference of perception of controllability should be found between entrepreneurs and managers. A main effect of scenario instance across type was found as well, $F(1, 49) = 8.47, p < .01$. This indicates a difference in perceptions of controllability within each scenario instance, again not fully supporting the hypothesis. It is proposed that the gender of the target person within each scenario might be a reason for this finding, to be discussed later. Even though differences were found in perceptions of controllability between scenario types and instances, all participants found all scenario instances as controllable across each scenario type presented. A set of means and standard deviations of perceptions of

controllability as defined by the answers to the semantic differential question targeting controllability can be found in Table 5.

Use of the word “control.” Another 2 x 3 x 2 within-subjects repeated measures ANOVA was performed on the data to test differences between groups on perceived controllability of the scenario instances. The short-answer data were content analyzed by totaling the use of the word “control” and related synonyms of control, as displayed by the thesaurus function in the Microsoft Word word processing program, Version 6.0. Use of the word “control,” its derivations, and synonyms were analyzed in this way because it was thought that an indication of the “controllability” of the stress scenario would display an appraisal of the scenario as being stressful or needing to be controlled, whether by elimination or moderation. The synonyms used were as follows: direct, guide, manage, command, lead, manipulate, govern, subject, rule, check, curb, restrain, suppress, repress, regulate, master, reduce, contain, hinder, restrict, power, authorize, dominate, charge, hold. A main effect of scenario type was found in use of “control” and its derivations and synonyms, $F(2, 38) = 3.24, p < .05$. This indicates that a difference in use of the word “control” was found across participant answers to the two short-answer questions according to which scenario type was presented. This finding does not support the hypothesis; no differences were found between groups on use of “control” or its synonyms, either within scenario instance or between scenario types.

Perception of scenario stressfulness. The answers to the one semantic differential questions targeting perceived stressfulness of the scenarios were analyzed to see if the scenario instances within type were perceived as between business owners and managers.

Content analysis of affirmative responses to the short-answer-stress questions was also done to elicit an overall view of stressfulness of the scenarios. These data were analyzed according to H6:

H6: Entrepreneurs will perceive negative work events as less stressful overall; managers will perceive negative work events as more stressful overall.

According to H6, entrepreneurs were hypothesized to see the scenario instances within type as less stressful. A 2 x 3 x 2 within-subjects repeated measures ANOVA was performed on the semantic differential question designed to elicit a general overall perception of stressfulness. This analysis was done in similar fashion to the one performed to elicit differences between groups on perceptions of controllability between groups of scenario instances, and similar non-supporting yet significant differences were found for this analysis of the stressfulness data as well. A significant interaction between scenario type and instance on perceptions of stressfulness was found, $F(2, 47) = 4.83, p < .01$. This indicates that within each scenario, the two instances elicited differences in perception of stressfulness, which also does not support H6. This last finding, like the similar interaction found in perceptions of controllability between type and instance, will be discussed later regarding implications for this study. A main effect of scenario type was found, $F(2, 47) = 11.44, p < .01$. This indicates that there was a difference between perception of stressfulness, depending on the scenario type; however, it does not support the hypothesis that a difference of perception of stressfulness should be found between entrepreneurs and managers. The difference aimed for in perceptions of stressfulness was not found to be significant between groups within instance, $F(1, 48) = .154, p = .70$. A

set of means and standard deviations of perceptions of stressfulness of each scenario as defined by the answers to the semantic differential question targeting stressfulness can be found in Table 6.

Analysis of overall stressful responses to the scenarios was performed between groups of participants on if they responded affirmatively to one of the short-answer questions, the question which asked “If you would find these events stressful in any way, please indicate why...” A participant was coded as appraising each scenario’s events as stressful if he or she answered the question at all or if he or she answered it in the affirmative. Chi-square analyses were done for each pair of scenario types to assess any differences between groups on scenario type. For the internal stress scenario (“Suzanne”), 23 out of 36 managers found it stressful; 14 out of 16 entrepreneurs found it stressful. The difference between appraisal of stress for this instance was not significant. The other internal stress scenario (“Jim”) also did not yield significant differences between groups; 16 out of 36 managers found it stressful, while 8 out of 16 entrepreneurs found it stressful. The external scenario “Mary” did not reveal group differences in appraisal of stress; 21 out of 35 managers found it stressful, while 11 out of 16 entrepreneurs found it stressful. The other external scenario “John” was not significant in stress appraisals between groups, with 24 out of 32 managers finding it stressful, 13 out of 16 entrepreneurs finding it stressful. The ambiguous stress scenarios found no significant differences between groups; 14 out of 30 managers appraised the “Marsha” scenario as stressful, while 7 out of 16 entrepreneurs did so. The “Mark” scenario was no more encouraging; 16 out of 30 managers appraised the scenario as stressful, while 10

out of 16 entrepreneurs did so. In conclusion, there was no significance difference in general appraisal of stress between groups based on participant answers to the short answer “stress” question.

Use of the word “stress.” Use of the word “stress” or a synonym of stress in any part of the answers given to either of the two thought questions on each scenario was totaled for each participant per scenario. Similar analyses were performed previously for the use of the word “control” in participant responses. Uses of the word “stress,” its derivations, and synonyms were analyzed because it was thought that an indication of the “stressfulness” of each scenario would display an appraisal of the scenario as being stressful or needing to be controlled, whether by elimination or moderation. It was thought that if a participant uses the word “stress” (or some derivation of it) in his or her response, this would indicate an appraisal of the scenario as stressful. Synonyms of “stress” were also used in this analysis because of the possibility that a participant may use a similar word to express a stressful response for the sake of “readability” or to preserve the flow of natural language. Synonyms of stress were used from a list presented by entering “stress” into a word processing software thesaurus. From this, a list of words was created. The words were: anxiety, tension, apprehension, trepidation, disquiet, affliction, misgiving, pressure, strain, intensity, traction, and distraction. No significant differences were found between participant groups, between scenario types, or within scenario instances for using “stress” and its synonyms and derivations.

Coping strategies used. The last set of analyses was performed on the data to elicit the coping strategies used by each group of participants. For this analysis, each

response given for the portion of the question “How would you respond to these events?” was coded according to action-based responses and emotion-based responses. An action response was coded as such if the response was worded using active language, mainly by using action verbs (e.g., “I would hire someone new”). An emotional response was coded as such if the response used “feeling” or passive language (e.g., “I would feel helpless”). No judgments were made as to one type of coping being “better” or “more effective” than the other; only differences between groups were used in analysis. Chi-square statistical analyses were used to test differences in use of each type of response between business owners and business managers, according to H5:

H5: Entrepreneurs will take a more action-focused coping strategy to deal with perceived stress; managers will use a more emotion-focused coping strategy to deal with perceived stress.

Overall, most respondents showed an action-focused coping response, when asked how they would respond to the stresses presented. This pattern of results did not differ across scenario types or instances; however, one instance revealed significant differences between groups on type of coping response displayed. The external stress type “Mary” scenario elicited action-focused coping from 33 out of 34 managers and 11 out of 15 entrepreneurs; these data revealed a χ^2 of 6.39, which was significant at the .05 alpha level. The other external type scenario “John” elicited action-focused coping from 30 out of 31 managers and 13 out of 15 entrepreneurs, but was not significant. The analyses performed on the rest of the scenarios also revealed non-significant differences. For the internal stress type “Suzanne” scenario, 30 out of 35 managers revealed action-

focused coping responses; 13 out of 16 entrepreneurs did so. For the other internal stress type “Jim” scenario, 27 out of 35 managers used action-focused coping; 9 out of 16 entrepreneurs did so. For the ambiguous stress type “Marsha” scenario, 28 out of 30 managers used action-focused coping; 15 out of 15 entrepreneurs did as well. The other ambiguous stress type “Mark” scenario elicited action-focused coping from 25 out of 30 managers and 13 out of 13 entrepreneurs.

Since most participants showed an active coping strategy when asked to respond to the stresses presented in the scenarios, an additional analysis was done on the data to see if entrepreneurs and managers differed in quantity of active coping used across the three types of stress scenarios. It was thought that if a difference was found between groups, this finding may reveal differences in overall perceptions of stress, in line with previous research that has found that people cope differently with different kinds of stress that they perceive (Folkman & Lazarus, 1980). A 2 x 3 x 2 within-subjects repeated measures ANOVA done on the data revealed a trend that approached significance; however, managers outnumbered entrepreneurs in their use of active coping mechanisms in 2 out of 3 of the stress scenario types. The interaction between group and scenario type on number of active copings used approached significance, $F(2, 51) = 2.62, p = .08$. A full set of means and standard deviations can be found in Table 7.

General Discussion

Data from Study 2 revealed no findings that fully supported the six hypotheses presented. That is not to say that no significant differences were found, only that the significant differences that were found did not answer the questions posed by the

hypotheses. Several factors may have led to the findings revealed, including person and design variables that may or may not have been controlled. These problems are likely to have originated in Study 1, which Study 2 was built upon. A recap of the results is needed.

H1: Entrepreneurs and business managers will see internal stresses as coming from internal sources, and external stresses as coming from external sources.

This idea was not exactly supported. It was analyzed according to how consistently the two groups of participants appraised stressfulness in each of two out of three types of scenarios (internal stress and external stress), and it was found that although a few questions in both types of scenarios were correlated among participants, they did not view them as completely equal in levels or type of stress presented. As a result, each stress scenario was treated as its own separate within-subjects condition, instead of collapsing across the data for each type of scenario to raise the statistical power of the study. This inequality of stress perception among participants could be due to the way the scenarios were created, using data from Study 1; no real interrater reliability was found between original coding of internal or external stresses as given by participants during the Study 1 interviews. The percentages used to calculate “agreed upon” internal or external stresses may not have been the best criterion from which to create the stressful scenarios to be used in Study 2; they might have served only to address subjective judgments about what the coders would find as stressful or non-stressful. Because there were only nine participants from which to collect data in Study 1, it is unlikely that a real consensus about what constitutes stress for entrepreneurs was made.

Clearly more participants might have solved the problem of more common stresses experienced, and adding more coders of internal/external stresses may have alleviated the problem as well. It may also have been helpful to use a more objective work stress scale to assess what business people in general find stressful, and used this data from which to create internal and external stress scenarios. If research in this area were to continue, the development of such a scale would be highly useful.

Hypothesis 1 was also not supported by the internal/external stress source data. Although these data was also a product of interrater reliability calculations between coders of internal/external stress sources that participants gave to the short-answer question targeting their perception of the stress in the scenario, the reliability between coders was high ($\alpha = .57$). A main effect of scenario type was found in the perceptions of internal stress sources on internal stress scenarios; there was no such main effect for external stress source perceptions. This could be that the internal stress scenarios elicited stronger internal representations of the sources of stress presented in the internal scenarios, as the data supporting Hypothesis 1 proposes. The lack of a similar finding for the external stress scenarios may be due to weaker stressful scenarios presented to the participants, such that less participants overall found the external stress scenarios stressful, indicating less affirmative stressful responses in their answers to this particular question.

The next two hypotheses were tested to elicit actual internal/external differences in stress perceptions between managers and entrepreneurs; these analyses were

conducted to pinpoint the differences between group perceptions when ambiguous source stresses were presented:

H2: Because their careers are characterized by autonomy and general personal investments, entrepreneurs will perceive ambiguous stress as originating from internal sources.

H3: Managers, by virtue of organizational constraints that may prevent them from being able to directly take action against stress, will see ambiguous stress as originating from external sources.

Again, there was a main effect of internal/external attributions across the ambiguous scenarios, but the data indicated that participants overall attributed more external sources of stress to the ambiguous scenarios as compared to internal stress source attributions. This could mean that the ambiguous scenarios did not really show ambiguous stresses after all, that they were perceived as more external than equally internal and external. This problem could stem back to the way in which the internal/external/ambiguous stress scenarios were created from Study 1 data; again, if this initial procedure had been done differently, perhaps the stresses presented to Study 2 participants would have been “clearly” internal, external, and ambiguous.

Another reason why the stress sources of ambiguous scenarios were not significantly internal for entrepreneurs and external for managers was the way in which the stresses were presented. Each participant read each scenario, and was asked to place him- or herself in that person’s place and tell how he or she would respond and react in a hypothetically stressful situation. It could be that some participants did not closely

follow the directions given; they might assess and react to the situation differently if they found themselves actually in the situation, rather than reading about another person experiencing the situation. This error in judgment may have altered how a participant attributed sources of the stress. For instance, a participant who reads about a woman in an internally-caused stress scenario may attribute external sources to that same stressful scenario when asked to put herself in that situation. The external attribution that participant made in reference to the internally-experienced stress in the scenario may be the result of an actor/observer difference, which happens when we attribute internal causes to others' behavior, while attributing external causes to our own behavior (cf. Ender & Bohart, 1974; Lowe & Hansen, 1976).

Perceptions of controllability of the stresses in the scenarios were linked to overall perceptions of stressfulness of the scenarios. It was thought that a difference would exist between the two groups on controllability of the stresses presented in the scenarios; this difference was thought to extend to overall perceptions of stressfulness of the scenarios between the two groups:

H4: Entrepreneurs will see stress as more controllable, and managers will see stress as less controllable.

H6: Entrepreneurs will perceive negative work events as less stressful overall; managers will perceive negative work events as more stressful overall.

Several analyses were performed on the data to ascertain differences between groups on overall controllability and stressfulness. Responses to two of the five semantic differential questions that were designed to elicit an overall feeling of stressfulness and

controllability of each scenario were analyzed, as were the number of uses for the words “control,” “stress,” and their synonyms and derivations in the response to the short answer question that asked their hypothetical experience of the scenario as stressful.

Lastly, whether or not a participant indicated that they would have indeed been stressed by the scenario if experienced was also analyzed. These analyses showed no significant differences between groups, which would have supported the hypotheses presented.

What was interesting about these results was that across the analyses performed on these data, significant main effects and interactions were found, but they did not quite extend to fit the hypotheses laid out at the beginning. For instance, both semantic differential questions that indicated a participant’s assessment of controllability and stressfulness of the scenarios, as well as the use of the word “control” in short-answer questions, yielded a main effect of scenario type, which indicates a differences in perceptions of controllability and stressfulness across scenarios and participants. Something about the scenario itself, whether content, length, or sex of target person in the scenario confounded the actual perceptions of controllability and stressfulness of the scenarios. A main effect of instance was also found for the semantic differential “controllability” question, which may also highlight these confounds. Finally, an interaction between type of scenario and within each scenario instance was found for the same question as well as the stressfulness semantic differential question, which may pinpoint the cause of these findings; something about the way the instances were presented within each scenario type confounded participants’ views of controllability of the stress in the scenarios. This can be attributed to the layout of the questionnaire itself; each scenario type was presented to

each participant in the exact same order; first, two internal scenarios were presented, then two external scenarios, and last, two ambiguous scenarios. Within each scenario type, a female target person was presented first, then a male target person. According to the results of the data on controllability and stressfulness, the target person's sex and order of scenario instance are confounded within each scenario type. The participants saw stressfulness and controllability of each scenario type differently based on target sex. These unfortunate confounding elements may have blocked any real differences between groups that might have been found had the scenarios and instances within each scenario been counterbalanced.

The last set of analyses was performed on the data to look for differences in coping style between groups, across scenario types:

H5: Entrepreneurs will take a more action-focused coping strategy to deal with perceived stress; managers will use a more emotion-focused coping strategy to deal with perceived stress.

It was found that most participants used an action-focused coping style, which was characterized by doing something active or manipulating something in the environment to fix or alleviate the stress. Most participants indicated that they would act to alleviate the stress, rather than emote or feel differently in order to alleviate the stress experienced in the scenario. Because most participants indicated active coping strategies, analyses were performed on the data to assess any differences between the groups on coping strategies used in the scenarios presented. One external stress scenario revealed differences in the use of active coping strategies between groups, but this difference was

not enough to show overall support for Hypothesis 5; the number of managers and entrepreneurs who used active coping strategies were skewed; more managers were found to use active coping strategies, in contrast to the expected results according to H5. This could have been due to the unequal groups of each type of participant in the study.

The overall findings from this study on perceptions of stress between entrepreneurs and managers were hardly conclusive. As stated before, research on stress has been taken on in recent years by those interested in alleviating it, not by those interested in looking for differences in stress perceptions between groups. Psychological research on stress has examined stress in recent years as more of an emotion rather than a state or appraisal of situational factors as stressful (e.g., Lazarus, 1991). Other research on stress has focused more on the applied side of managing stress, at work and in life in general (Crandall & Perrewe, 1995; Folkman, Lazarus, Pimley, & Novacek, 1987; Lazarus, 1990; Paine, 1982). As disappointing as the present study's findings are, however, they should not be viewed in terms of an overall lack of differences between entrepreneurs and managers on perceptions of stress. Enough research has been done on the psychology of the entrepreneur to see that there is something about the entrepreneur that is different, whether it is appraisal of stress in hypothetical scenarios, the ability to recognize opportunity in obscure business arenas, or the tendency to make particular attributional statements about why they chose to enter into self-employment in the first place. In any case, future research on the topic of entrepreneurial perceptions of the world would only add insight to the cognitive workings of this unique group of people.

Table 1

Total Agreement Per Area of Life Across Three Coders

Life stress area	Responses per area	Total agreement across	
	(out of 9 participants)	coders / total responses	Percent agreement
Autonomy	6	14/18	77%
Schedule inflexibility	6	16/18	88%
Work/role overload	7	14/21	66%
Job involvement	8	18/24	75%
Time commitment to work	7	13/21	61%
Career satisfaction	7	15/21	71%
Life stress outside of work	6	14/18	77%

Table 2

Total Internal/External Coding Agreement Per Stress, Per Life Area

Life Stress Area	Percent internal agreement	Percent external agreement
Autonomy	33%	33%
Schedule inflexibility	0%	83%
Work/role overload	28%	28%
Job involvement	50%	12%
Time commitment to work	0%	42%
Career satisfaction	42%	14%
Life stress outside of work	0%	66%

Table 3

Means and Standard Deviations for Internal Stress Sources, Across Scenario Type

Scenario Type:	Internal	Ambiguous	External
Managers (n = 36)			
<u>M</u>	.61	.31	.33
<u>SD</u>	.73	.58	.59
Entrepreneurs (n = 18)			
<u>M</u>	.56	.17	.44
<u>SD</u>	.62	.38	.62

Table 4

Means and Standard Deviations for External Stress Sources, Across Scenario Type

Scenario Type:	Internal	Ambiguous	External
Managers (n = 36)			
<u>M</u>	.31	.53	.53
<u>SD</u>	.52	.77	.70
Entrepreneurs (n = 18)			
<u>M</u>	.67	.61	.67
<u>SD</u>	.69	.61	.77

Table 5

Means and Standard Deviations for Perceptions of Controllability, Across Scenario Type

Scenario Type:	Internal		Ambiguous		External	
Managers (n = 34)						
<u>M</u>	5.74	4.91	6.32	5.06	3.68	4.47
<u>SD</u>	1.29	1.86	1.01	1.95	1.87	1.56
Entrepreneurs (n = 17)						
<u>M</u>	5.18	3.88	5.71	4.00	3.59	4.76
<u>SD</u>	1.91	2.34	1.61	2.21	1.66	1.60

Table 6

Means and Standard Deviations for Perceptions of Stressfulness, Across Scenario Type

Scenario Type:	Internal		Ambiguous		External	
Managers (n = 33)						
<u>M</u>	2.84	3.70	3.42	3.06	2.94	1.79
<u>SD</u>	1.44	2.11	1.85	1.85	1.71	1.24
Entrepreneurs (n = 17)						
<u>M</u>	3.35	3.82	3.94	3.12	2.71	2.82
<u>SD</u>	1.90	1.70	1.82	2.09	1.79	2.00

Table 7

Means and Standard Deviations for Active Coping Used, Across Scenario Type

Scenario Type:	Internal	Ambiguous	External
Managers (n = 36)			
<u>M</u>	1.58	1.47	1.75
<u>SD</u>	.65	.77	.60
Entrepreneurs (n = 18)			
<u>M</u>	1.22	1.56	1.33
<u>SD</u>	.65	.78	.84

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Appendix A

Interview set-up:

Hello, _____. This is Andrea Kimmel from the College of William & Mary's Psychology Department; I am Kelly Shaver's student who is doing research on stress and the entrepreneur. Do you remember volunteering to take part in my study at the venture capital meeting in Richmond in September?

Thanks so much for agreeing to participate again. I would like to meet with you to go over the study in a bit more detail and ask you the questions firsthand, so I can answer any questions you might have about the questionnaire itself, as well as to obtain accurate information about your stress experiences. Like I said before, you will be helping not only me but adding to psychology research on stress that has yet to be done on the entrepreneur. With your help, I hope to learn more about how entrepreneurs see stress, and how they handle stress. Is there a certain time of the day that is best for you to meet with me for about an hour or so?

Actual interview:

Thank you very much for volunteering to participate in this study. As I said before, I am interested in learning how entrepreneurs deal with stress that occurs in their everyday lives. (consent measures): Like all psychological studies, I must provide you with some information that explains your rights as a participant. First of all, it is important that you know that your responses to these questions are anonymous; I will at no point identify your name with the responses you give to these questions. Also, you should know that if you find any of the following questions personally objectionable, you

don't have to answer them; along these same lines, if at any time you wish not to continue with this interview, we will stop when you want to. That said, let me provide you with some background on where this study is going. Not all stress comes from the same source; on the contrary, many people experience different kinds of stress, even if they share the same occupation. Likewise, people deal with life stress in different ways. Because I am looking at a specific group of people in this study, namely entrepreneurs, it is important that I get an idea of specific stress that entrepreneurs face, and how they cope with it. This questionnaire will help me gain such specific information that is necessary to this study.

Research has shown that stresses can be categorized into several broad areas of life (Parasuraman, Purohit, Godshalk, & Beutell, 1996). For each area of life listed below, please give an example of a specific stress that you experience, how important or problematic it is to you, how controllable you view this particular stress, and briefly tell me your major coping strategy for dealing with it (autonomy/independence, schedule inflexibility, work/role overload, job involvement, time commitment to work, career satisfaction, and life stress outside of work).

Release form signed by each participant:

I understand that the voluntary information provided by me, _____, will not be connected to my name in this study. I authorize the release of this information to be used only for purposes of Andrea Kimmel's research.

Signature

Date

Appendix B

Job Stress Study

Please send completed forms to:

Andrea L. Kimmel

Department of Psychology, The College of William & Mary

P.O. Box 8795 Williamsburg, VA 23187

Or by email: alkimm@wm.edu

Phone: (757) 221-3891

Stress by definition is an entity that is both ambiguous yet very real to most people. We can all describe what is stressful to us, but rarely can we come to a consensus on what stress IS. As a result, research on stress in recent years has leaned toward stress as experienced by the individual, and has remained shy of *why* people experience stress in general. The way people see experiences and events in their lives is a good way to assess why people feel stressed, and that is where the current study falls. Under the premise that people see stress in different ways, the purpose of this study is to see if certain groups of people hold similar views about what is stressful and what is not stressful. Similar groups of people might also find common ways to cope with stress in their similar lives. You have been asked to take part in this survey because of your role as a businessperson. On the following pages you will find six scenarios that are a compilation of stresses people similar to yourself have experienced. Please read each scenario carefully and answer the questions that follow. There are NO RIGHT OR WRONG ANSWERS to the questions. Answer the questions as you see fit; place yourself into the shoes of the person being described and tell how you would feel and what you would do if you were this person in the situation that is described. Your most honest answer is the one that explains best how you WOULD feel and what you WOULD do, not how you think you SHOULD feel or what you SHOULD do. It is important to this study that you answer the questions based on your gut reaction, or your first instinct. Do not take too long in answering the questions; doing so should signify that you are thinking too hard to come up with the RIGHT answers, of which there are none. Before you begin the study, please take a moment to read the following form and sign your name on the line provided. This is an informed consent form, something that is required of psychologists to give to participants to ensure participant understanding of confidentiality of their questionnaire responses.

College of William & Mary
Psychological Research Consent Form

In this study conducted by Andrea Kimmel, I understand that I will be asked to take part in a study that will ask me to appraise hypothetical stressful situations. I further understand that my responses will be confidential and that my name will not be associated with my responses or any results of this study. I know that I may refuse to answer any question that I find personally objectionable, and that I may discontinue participation at any time. I am aware that I may report dissatisfaction with any aspect of this experiment to Dr. Glenn Shean, Chair of the Research Ethics Committee in the Psychology Department at (757) 221-3886. I am aware that I must be at least 18 years of age to participate. My signature immediately below signifies my voluntary participation in this experiment.

Date

Your Name (Please Print Clearly)

Signature

*****Thank you!! After you have read and signed the form, please read the scenarios and answer the questions that follow.**

Suzanne has run a retail store for about five years. Recently business has been very good; the only other store like hers in the area had recently closed down. When business picked up, Suzanne was very happy; lately, though, she has started to notice that she has been spending more time at the store than she had before. Although usually very supportive of her role at the store, Suzanne's husband has started to complain that she wasn't home as often as she used to be, and noted that she didn't make it to their daughter's school play last week because she was at the store taking care of some last minute advertising. Suzanne tried to spend more time with her family, but it was difficult due to the increasing demands the business required. Suzanne was feeling more uneasy despite the substantial increase to the business' success.

Take a moment to put yourself in Suzanne's shoes: How would YOU feel about this situation? For example, if I JUST won the lottery, "I would be...

"unhappy happy."

For each of the following, indicate how you would feel about the same life events that Suzanne is experiencing right now: How would YOU feel? "These events are...

1. "unmanageable manageable."

2. "non-stressful stressful."

3. "things that I cannot control things that I can control."

4. "other people's problems my own problems."

5. "likely to happen to me not likely to happen to me."

6. If you were Suzanne, please explain in your own words, how YOU would feel in REACTION and what you would do in RESPONSE to these events. REACTION is how you would *feel*; RESPONSE is what you would *do*. "If I were in this situation, I would react like this: ... and I would respond like this:..." Please use the space provided.

7. If you would find these events stressful in any way, please indicate why in the space provided.

Jim has been the person everyone at his company has reported to for years. He has always loved the responsibilities that came with his job and loved imparting the knowledge he accumulated about the business to others who ask for it. As a result, the business has done very well for a long while. Lately, though, Jim has noticed that some employees have identified some shortcuts around his own creative solutions to obstacles that crop up at work. This has made Jim uneasy about his own function and indispensability in the company; however, he never lets up on telling others how to solve problems, whether they take his advice or not. Jim feels threatened and dreads going to work everyday for fear that his knack for solving problems is no longer needed, but rides on his reputation to get him through these problems.

Take a moment to put yourself in Jim's shoes: How would YOU feel about this situation? For example, if I JUST won the lottery, "I would be...

"unhappy happy."

For each of the following, indicate how you would feel about the same life events that Jim is experiencing right now: How would YOU feel? "These events are...

1. "unmanageable manageable."

2. "non-stressful stressful."

3. "things that I cannot control things that I can control."

4. "other people's problems my own problems."

5. "likely to happen to me not likely to happen to me."

6. If you were Jim, please explain in your own words, how YOU would feel in REACTION and what you would do in RESPONSE to these events. REACTION is how you would *feel*; RESPONSE is what you would *do*. "If I were in this situation, I would react like this: ... and I would respond like this:..." Please use the space provided.

7. If you would find these events stressful in any way, please indicate why in the space provided.

Mary woke up today thinking of the business appointments she had made for the day. She had exactly two hours to prepare for work and make the commute to her office. While she got ready for work she mentally ran through what she needed to say at all the important meetings and considered each meeting's impact on the success of the company. Suddenly she remembered the new client meeting she had made a week ago for today and had neglected to make room for it on her calendar. The schedule she had planned on wasn't very flexible, and on her way to work she got a call from her assistant saying that he was ill today and would not be in. When she got to the office, she found that that two other key players at the meetings she had scheduled had overbooked and would not be able to make it today. Then an important client phoned to ask if they could switch the time of their meeting from early morning to late afternoon, which was of course already booked. After this news, Mary leaned back in her chair and wished she could start the day over again.

Take a moment to put yourself in Mary's shoes: How would YOU feel about this situation? For example, if I JUST won the lottery, "I would be...

"unhappy happy."

For each of the following, indicate how you would feel about the same life events that Mary is experiencing right now: How would YOU feel? "These events are...

1. "unmanageable manageable."

2. "non-stressful stressful."

3. "things that I cannot control things that I can control."

4. "other people's problems my own problems."

5. "likely to happen to me not likely to happen to me."

6. If you were Mary, please explain in your own words, how YOU would feel in REACTION and what you would do in RESPONSE to these events. REACTION is how you would *feel*; RESPONSE is what you would *do*. "If I were in this situation, I would react like this: ... and I would respond like this:..." Please use the space provided.

7. If you would find these events stressful in any way, please indicate why in the space provided.

John was responsible for the finances of his company. As he was looking over the financial records of the company, he noticed that they didn't have enough to cover even the most minor expenses for the rest of the month. The company had money problems before, and as a result was put on credit hold with some vendors. He feared the company would go under soon if their cash flow wasn't brought up to speed to cover expenses.

Take a moment to put yourself in John's shoes: How would YOU feel about this situation? For example, if I JUST won the lottery, "I would be...

"unhappy happy."

For each of the following, indicate how you would feel about the same life events that John is experiencing right now: How would YOU feel? "These events are...

1. "unmanageable manageable."

2. "non-stressful stressful."

3. "things that I cannot control things that I can control."

4. "other people's problems my own problems."

5. "likely to happen to me not likely to happen to me."

6. If you were John, please explain in your own words, how YOU would feel in REACTION and what you would do in RESPONSE to these events. REACTION is how you would *feel*; RESPONSE is what you would *do*. "If I were in this situation, I would react like this: ... and I would respond like this:..." Please use the space provided.

7. If you would find these events stressful in any way, please indicate why in the space provided.

As Marsha walked through the warehouse of the company, she listed problems she found with the way things were categorized and stored. This was the third night this week she had stayed late because of inventory problems, and she was starting to regret taking on this additional responsibility at work. She wished she had hired someone else right away after the last guy left. At the time Marsha thought that she could handle it; she underestimated how many inventory problems there were. Now, Marsha realizes that adding this extra function to her workday takes away from her other, more important tasks. Her family sometimes complains about her unavailability, which makes her feel worse.

Take a moment to put yourself in Marsha's shoes: How would YOU feel about this situation? For example, if I JUST won the lottery, "I would be...

"unhappy happy."

For each of the following, indicate how you would feel about the same life events that Marsha is experiencing right now: How would YOU feel? "These events are...

1. "unmanageable manageable."

2. "non-stressful stressful."

3. "things that I cannot control things that I can control."

4. "other people's problems my own problems."

5. "likely to happen to me not likely to happen to me."

6. If you were Marsha, please explain in your own words, how YOU would feel in REACTION and what you would do in RESPONSE to these events. REACTION is how you would *feel*; RESPONSE is what you would *do*. "If I were in this situation, I would react like this: ... and I would respond like this:..." Please use the space provided.

7. If you would find these events stressful in any way, please indicate why in the space provided.

Mark listened to the woman on the end of the phone. She was telling him that he needed to be at his daughter's school at five o'clock tonight for the pre-game warm-up, instead of six like usual. He jotted the information down on a piece of paper and hung up the phone. At five, he was supposed to chair the weekly update meeting at work. It was always a good fit; the update meetings usually took half an hour, which left him plenty of time to get to his daughter's school for pre-game warm-ups he started as head coach for his daughter's basketball team. Now he would have to miss one of these appointments, each just as important as the other one. He was having difficulty weighing these options when the phone rang again; his wife asked him to bring home dinner for the kids because she had to work late tonight. Just then his assistant came into the office and asked Mark if it would be okay if he left early this evening. Mark didn't hear his assistant's request and said nothing.

Take a moment to put yourself in Mark's shoes: How would YOU feel about this situation? For example, if I JUST won the lottery, "I would be...

"unhappy happy."

For each of the following, indicate how you would feel about the same life events that Mark is experiencing right now: How would YOU feel? "These events are...

1. "unmanageable manageable."

2. "non-stressful stressful."

3. "things that I cannot control things that I can control."

4. "other people's problems my own problems."

5. "likely to happen to me not likely to happen to me."

6. If you were Mark, please explain in your own words, how YOU would feel in REACTION and what you would do in RESPONSE to these events. REACTION is how you would *feel*; RESPONSE is what you would *do*. "If I were in this situation, I would react like this: ... and I would respond like this:..." Please use the space provided.

7. If you would find these events stressful in any way, please indicate why in the space provided.

Finally, there are a few questions we would like to ask you about yourself. Please indicate the following:

1. Sex: M F
2. What kind of business are in you in currently?
3. How old is the particular business you work in?
4. Where is this business located?
5. What is your position/title in this business?
6. How long have you worked in this business?
7. How long have you been in your current position?
8. Are you a business owner? Yes No

If "No," have you ever been or ever strongly considered being a business owner?

Lastly, please read and sign the following form. This form is necessary for you to sign for the researcher to use your data in analysis and in the final product of this study:

Release of Information Form

I understand that the voluntary information provided by me will not be connected to my name in this study. I authorize the release of this information to be used only for purposes of Andrea Kimmel's research. I also understand that I may contact Dr. Kelly Shaver at (757) 221-3885 if I am dissatisfied with any part of this project.

Signature

Date

Thank you so much for participating!! The data and a more complete explanation of the study will be available by June of this year at: www.wm.edu/PSYC/kimmel.html. If you prefer to receive this information through the mail, on the back of this sheet please write your name, phone number, and address so it can be mailed to you. Please send all forms to the address at the beginning of the questionnaire, or you can email the forms to the researcher. Have a good day and thanks again!!

Appendix C

Sources of Job Stress

Andrea L. Kimmel

Coding Manual and Procedures

(adapted from Gartner, Gatewood, & Shaver, 1995)

Overview

Analyzing the content of attributional statements about work stress requires specific attention not only to the statement itself but how the statement is worded. A person may specify one or more stressful events for each response. Responses have been categorized according to whether or not a participant experiences an event as stressful. These responses have been categorized as stressful if the person uses the word “stress” or an appropriate synonym acknowledging or experiencing the event as stressful. A person need not experience an event as greatly stressful to be categorized as such.

External / Internal

Participants may attribute stress they feel to two main sources: external or internal. This distinction concerns whether the response is attributed to the person or to features of the environment. An external attribution of stress is experienced by the person externally; the stress is seen to be caused by something in the environment. A statement that is coded as external is one that can be experienced by anybody; no distinguishing characteristic or feature of the person is involved in great part to the event being experienced as stressful. The statement “The lack of time given was stressful” would be an example of an externally-caused stressful event. An internal attribution of stress is one that is experienced by the person internally, whether caused by the self or directly felt by the self, or both. A personal statement that begins with a personal pronoun or feeling (e.g., “I feel ashamed”) that might not be experienced by anyone else in that situation is coded as internal.

Stable / Variable

Another categorization to be made is whether a stress is experienced as stable or variable. A stable stress has enduring properties, whether within the person or outside in the environment. A stable stress is also one that is unlikely to change under normal circumstances in the short term. A stable stress is also one that naturally falls from the source of the stress, without any action needed from others. A stress is stable if a person sees it as “always” stressful, or if it occurs normally from the same set of circumstances. A variable stress (the more common kind) is one that can be changed moment to moment under the same or different circumstances. A variable stress is usually short-term, and depends to a degree on the actions of others. Finally, a stress is variable if it has to do with the ups and downs of business or achieving success, or if it is caused by changeable or fluid emotional states.

Appendix D

Typical syntax file used, SPSS version 7.5

2 x 3 x 2 repeated measures within-subjects ANOVA, group by story on internal, external, stable, variable sources of stress

GLM

```
intint ambint extint BY busiown
/WSFACTOR = story 3 Polynomial
/METHOD = SSTYPE(3)
/PRINT = DESCRIPTIVE
/CRITERIA = ALPHA(.05)
/WSDESIGN
/DESIGN .
```

GLM

```
intext ambext extext BY busiown
/WSFACTOR = story 3 Polynomial
/METHOD = SSTYPE(3)
/PRINT = DESCRIPTIVE
/CRITERIA = ALPHA(.05)
/WSDESIGN
/DESIGN .
```

GLM

```
intsta extsta ambsta BY busiown
/WSFACTOR = story 3 Polynomial
/METHOD = SSTYPE(3)
/PRINT = DESCRIPTIVE
/CRITERIA = ALPHA(.05)
/WSDESIGN
/DESIGN .
```

GLM

```
intvar ambvar extvar BY busiown
/WSFACTOR = story 3 Polynomial
/METHOD = SSTYPE(3)
/PRINT = DESCRIPTIVE
/CRITERIA = ALPHA(.05)
/WSDESIGN
/DESIGN .
```

Appendix E

Complete data set used

Id suzinrea
1 realize situation is fixable
2
3 examine situation
4
5 angry/upset/pulled
6 slightly guilty for putting add'l burden on self
7 stress is building
8 stressed; success has impacted happiness
9 open minded
10
11 guilty about not spending time w/family, and for not hiring more help
12 frustration about not being able to balance both parts of my life
13
14 feel like I am letting my family down
15 feel stress
16 recognize that the world has changed for the business
17 life is out of balance
18 I would be challenged by the situation and
19 feel overwhelmed
20
21 try to cope w/everything and do it all
22 feel rotten
23
24 feel stressed given the situation
25 get stressed and
26 analyze the situation to see if there is anything to make the situation easier
27 pleased with success
28 feel as if family wasn't being supportive
29 feel a need for balance
30 recognize the need to balance work and home, even though tough. feel stressed and pressured from both
31 feel excited because business performance was increasing
32 unhappy to miss play and upset with husband
33 defensive, feel hurt that my efforts are not being appreciated
34 feel energized; got what I asked for, but didn't plan well enough
35
36
37 I would not like this - I would be excited about the increased business but frustrated by not being able to spend time w/family and by my husband's response
38 I would feel stressed
39 I would feel torn between the business and family
40 you work hard to get a strong business going. I would be very happy about the success of the business and expect loved ones to understand and support me until I could hire help
41 stressed and sad
42 my reaction would be concern for my family and spouse

ld suzinyss
1 long term concerns, no free time
2
3
4
5 letting family down
6
7 time, priorities
8 stressful (1) personal and professional goals are conflicting
9 blalncing money is difficult sometimes
10 family pulls cause a dissonance
11 time mgmt can always be stressful (1)
12
13
14 stressful (1) balancing job and family
15 stressful (1) comes from not being w/family
16 exciting problem to solve
17
18
19 divided loyatly to career and family - want success in both
20
21 change from previous status qup/accelerated work and effort
22 stress= tension created btw the desire to succeed and the desire to be w/family
23 I would be stressful because I would try to be everything to everyone
24 concerned with the impression left with family and feeling of letting them down
25 more demands, less control
26
27
28
29 very stressful, nothing is more impt than family. torn betw increasing busniess
respons and family life
30 stress bec of prof and fam pulls
31 stressful bec fam is unhapy. This can ruin the rel
32 slightly stressful but easily manageable (2)
33 two impt things are pulling in opp dir, paths of compromise are not evident; requires
energy to addresss and I feel spread too thin already
34 stress from home pressure, brief window of opp'y to fix it
35
36
37 stressful b/c I would have to make sacrifices in either family life or career. Desire
to be there for kids and spouse but still want to do whatever I can to succeed.
38 conflicting priorities
39 the stress is knowing the problem exists and try to avoid it.
40 Id be a little stressed by lack of understanding
41 I believe family is very important but I would feel the need to take on
responsibilities - put forth an income toward family
42 mildly stressful until a realignment has been established

Id jiminrea
1 threatened
2
3 why are they doing this to me?
4
5 anxious/worried
6 its great that people are coming up with their own improvements
7 positive reactions to shortcuts
8 educate self and reexamine habits to maintain standing in the firm
9 insecure and defensive
10 slight panic
11 concern
12 frustration by lack of understanding of my talents
13
14 feel less needed
15 feel threatened but can do something about it;
16 recognize that there may be other methods beyond my own to reach solution
17 great that people find shortcuts, learn from them
18 it wouldn't bother me.
19 feel afraid/insecure
20
21 threatened and insecure
22 feel like I let myself down
23
24 feel stressed that I'm not communicating the vision properly
25 feel insecure and worried about value in co
26 get over it
27 pride in my teaching ability
28 feel depressed that happiness is slipping away
29 feel good about past accomplishment and understand that the environment is changing
30 self assessment to determine why this is happening; unhappy, stressed
31 compelled to understand what was being proposed
32 anxious and angry at not appreciated
33 become pushy to validate my knowledge
34 feelings of self doubt
35
36
37 feel that I needed to learn new skills and seek new ways to present my ideas
38 I might feel threatened
39 I would feel threatened and would try to join the "new wave" of problem solving.
40
41 not worthy anymore
42 my reaction would be concern and it would be stressful until an assessment and correction can be implemented

Id jiminres
1 keep at the job
2
3 fix the problem
4
5 rethink my role/changing approach to others
6 congratulate them and help make their ideas work to best co. advantage
7 look for a way to shift my role from problem solver to teacher
8 keep current
9 try to learn new skills at work
10 more open with accepting the knowledge of employees; freshen skills to increase
comfort level; talk to someone about my insecurities
11 ask boss about new opportunities to expand abilities and challenge me
12 try to find assignments that would use my talents
13 identify the solutions ; focus on mgmt skills, use problem solving skills
14 look for another specialty and become the expert on it
15 be the leader and welcome new ideas
16 study new methods to add to the arsenal
17 look for areas to apply my skills
18 I would find other tasks and resp to keep busy
19 try active learning of other's solutions
20 focus skills on moving the co fwd, not rest on past accomplishi
21 doubling my efforts to be helpful and work harder
22 look for other ways to make myself valuable
23 try to understand why or if they think I'm a bottleneck in the process
24 ask employees why they are using shortcuts. Is there a better way to do the job?
keep an open mind
25 try to reestablish worth
26
27 look for new issues to lead on
28 listen to others and try to incorporate their new prob solv skills
29 understand that I don't have all the answers and embrace others' opinions
30
31 try to think a different way and propose some efficiency improvements myself
32 look for another job
33 asses my role in co, defining it and working to ensure I was fulfilling those duties
34 work more hours and look for another job
35
36
37 examine role in co and talk to others about how and why they did what they did./ Seek
their feedback
38 teaching rather than telling
39 I would step back and look at the big picture and find an untraveled vein that would
reestablish my "top" position.
40 I'd get some training so I would come up w/some fresh new approaches to the problems
41 focus on something else; family have more time for family
42

ld jiminyss
1 somewhat; 2
2
3
4
5
6
7
8 not stressful (3)
9
10 being perceived as obsolete is always stressful (1)
11
12
13
14 not stressful (3)
15 stressful (1) can also be a source of achievement
16 reputation stress
17
18
19 threatening my self-image
20
21
22 stress of finding new role w/in or outside the busniess
23
24 feel that employees do not respect my authority
25 not in control of fate
26
27
28 falling behind others or losing a skill is stressful
29 feel obselete, so help others overcome probs
30 stressful by not feeling that you are wanted and others are not seeking your advice
31 not too stressful bec very controllable be more proactive and a little less complacent
32 feel stress bec I would feel like I was being replaced, on my way out
33 challenges my curent position and threatens my position in co.
34 stressful bec I would not be sure if I could correct the problem.
35
36
37 somewhat threatened that I am losing prof respect and that others think my perf is
slipping
38 feeling passed over
39 the stress is letting go. Stress is recognizing the situation.
40
41 because you cannot control people in what they do or think of you
42 yes, ituntil a solution is identified

Id mayexrea
1
2
3 decide priorities
4
5 relief - gaining flexibility
6 frustrated
7
8 stressed and responsible for forgetting a new client mtg
9 laugh
10 feel very stressed but try to think clearly
11 frustrated, dissapointed in my scheduling abilities
12 I don't need this
13
14 frustrated yet motivated to do well
15 feel stressed
16 "this is life"
17 I will get through it
18 I would get frustrated and agitated but
19 feel overwhelmed, stretched too thin
20 slight panic
21
22 feel busy
23 feel piulled in lots of directions; overloaded
24 feel mildly stressed but based on poor planning causing the problems I would not let
it bother me
25 wonder why these things are happening to me
26
27 irritated
28 out of control/look bad
29 feel very pressured, there is always tomorrow
30 feel I could work itr out
31 pissed off
32 anxious
33 stressful, but adrenaline from adjusting to change situations
34 feel stress that I have to scramble madly rto fix the sched issues
35
36
37 feel as if there was too much to do, toolittle time
38 feel * but delighted at the oop'y for new business
39 I would feel overwhelmed and somewhat helpless
40
41 expect the unexpected
42 my reaction is to feel annoyed untl the appintments are rescheduled

Id mayexres
1
2
3 reschedule
4
5 rearrange the dat
6 set up and have meetings that would work
7 revamp and reschedule
8 call client and explain events that get in the way of giving him attn; reschedule
9 continue to work on the day's schedule
10 reschedule mtgs
11
12 regroup and resched. Nothing much you can do
13 be honest; reschedule
14 reschedule the client
15 find a way to rearrange the day by prioritizxing and persuading others
16 reschedule
17 prioritize mtgs
18 would work with the clients to make everyone happy
19 attempt to reschedule and communicate
20 not resched am mtg, try to pull togethr as mucha as poss for the other mtg
21 calling in help, resched, apologizing, doing my best
22 get others involved in mtgs to pick up slack
23 stop, prioritize or resched
24 call all related parties and resched
25 want to crawl in a hole
26 deal with one thing at a time and build until you have the lot resolved
27 resched and juggle/prioritize and execute
28 be honest with mtg players/resched clients, move fwd
29 resched for the day but not worry about that I cant control
30 focus on controlling the sched and rearranging
31 call clients and explain the time cruch, ask them to resched
32 resched, be honest w/others. cancel orig mtg , meet w/new client, fit metgs in pm
33 resched where poss, no excuses
34 running around like an idiot to fic the dilemma
35
36
37 call clients and reorganize
38 reset priorities and adjust meeting times
39 I would, after several deep breaths and a few moments to figure things out, prioritize
40 the vital meetings and reschedule the rest
41 to those who wanted to change mtg "no Im sorry I cant make it this afternoon but lets
42 find a good time for all of us" Put the new client in the time freed by theis change
41 take the bull by the horns - start all over again- reschedulae
42 but my response is to roll with it until the mtgs are completed

Id mayexyss

1

2

3

4

5 strapped and can't deliver, but better when new client is squeezed in
6 things outside my control

7 stress related to events beyond my control but still able to manage and respond
8 very stressful (1) I am to blame; want to meet all obligations

9 uncertainty of the events for the day

10 managing others' commitments is stressful (1). booking mtgs tightly will always end
in disaster

11

12

13

14

15 conflicting sched

16 happens every day

17

18 I like to plan everything out and last minute changes frustrate me

19 want to feel like I accomplished something instead of just rescheduling mtgs

20 potential lost oop'y w/customer

21

22 stress is the lack of time to relax and prepare

23 stressful b/c of lack of control over other people 's changes in schedules

24 find the events stressful only based on poor planning

25 not in control of situation , unsure how to resolve to amake everyone happy

26

27 typical frustration learn some soft time in sched for slack

28 stressful b/c it feels bad to those whose commitments you miss

29 budgeting time is difficult with a full sched. Plan a few hours each day for
emergencies

30 overwhelming bec of the feeling that you are going it alone; stressful

31 stressful bec hard to control. this shall pass though

32

33 seems out of my control

34 find stress in situation sthat I control which I may not be able to fix

35

36

37 be afraid that I wouldnt be able to get everything done in time and I might lose
clients

38 not a big problem bec I am in control of my time

39

40

41 stress- none

42 the stress would be involved in either:1)the loss of a mtg completely, 2)disruption of
interdependent mtgs

Id jonexrea
1
2
3
4
5 panic
6 concerned for company
7 panic
8 feel badly; fear of affecting others
9 feel somewhat responsible
10 fel a little panicked
11
12 very worried
13
14
15 feel very stressed
16 oh shit!
17 how can I fix this, now that I've been dealt these cards?
18 frustrated; this never should happen
19 feel resp and frightened
20 panic
21 not news
22 feel sick
23 respons
24 feel somewhat responsible but also know that other things impact the financial
situation
25 feeling out of control
26
27 *
28 worried/frustrated
29 feel like a victimbecause the problem wouldnt have been my fault but now affects my
well being
30
31 feel anguish
32 frustration and worry
33 panicked, my respons
34 I screwed up and know it's time to pay
35
36
37 feel afraid that the co would fold
38 feel stressed and own the problem
39 I would feel slight panic
40 I would be stressed
41 very stressed - money is a big deal to living
42 my reaction is to be frustrated if in fact my only responsibility is compnay finances

Id jonexres

1

2

3

4

5 talk to bosses; put things in place to prevent it from happening again

6 inform officers of company and help develop action plan to address

7 communicate the needed action to bring control

8 devise an action plan, be pro-active with competitors

9 inform employees of situation and work on cash flow

10 create a plan for cash inflow and less cash outflow; contact leaders, determine where breakdown occurred

11

12 meet w/sr mgmt to discuss other financing options

13 confess and get upper level support for the \$ problems

14 bring in new business to increase cashflow/cut expenses

15 talk w/mgrs to map a solution

16 action plan

17 evaluate what is critical for spending, put spending freeze in place, meet w/creditors and a/r dept

18 try to arrange alternative financing

19 put action plan together and communicate or find another job

20 pull together other mgrs asap, work w/friendly creditors

21 call vendors, tell them I'd be late, cancel optional purchases, accelerate a/r coll.

22 call a lmtg of key players to develop a n action plan

23 be prepared for basic expenses; lack of control

24 analyze the specific areas causing the problems and suggest action items to commit

25 worry about what to do

26 tackle the problem 1 at a time, get a plan together

27 *

28 access business case and decide whether to continue operations w/loans from some sort...

29 try to fix the problem all you can do is your best. Let the cards fall where they may

30 bring it to the attn of sr mgmt; present poss solutions, get team together to address

31 look to other creditors to provide a cashflow bridge

32 determine how we got in this position, make sure it doesn't happen again, fix the prob

33 meet w/executives to cloutline prob and develop a clear plan of action

34 explain the situation to boss, ask for help

35

36

37 look for addl sources of \$ and ways to cut expenses. poll others in the co for ideas

38 tell my boss and deveop a game plan

39 I would review the situation again, reorganize critical payments, tap the credit line if necessary, reveiw acct receivable to see what money was coming in when, and balance what I could.

40 would share this w/sales people and ask for their support in getting more \$ in

41 point out to pres/VP need to restructure company's goals/sales

42 my response is to access the situation and do the best I can within my responsibilities and control

Id jonexyss

1

2

3

4

5 fear of failure

6 take responsibilities seriously

7

8 stressful (1), helpless

9 feel that I should have had a plan for this and maybe been able to foresee is coming

10 events outside my control are stressful until they can be out to order (1)

11

12 I will be blamed for \$ problems

13 very stressful- not many options

14 sole responsibility for co's \$

15 time constraint vs. long term project

16 threat to job

17

18

19 I'm resp and this affects others!

20 potential impact on self and co.

21

22 stress is possible job loss , business closure, and that the problem may not be solveable

23

24 be stressful because sr mgmt would be angry and will want answers and responses for fixes

25 is the business going to survive? if not, then what will I do? what about others who depend on me?

26

27

28 losing livelihood is stressful thought

29 fear of losing job is terrific motivation

30 stressful to find solution, it is my fault - self-inflicted

31 stressful bec CEO will be on my ass for not foreseeing the crunch but manageable bec there are always other sources for \$

32 look bad, risk of job loss - stress

33 very stressful because I would sense a lot of personal ownership of the prob

34 big stress. Things went wrong and probably cant be fixed that they were my responsibility. Recognizing you may have failed is stressful

35

36

37 stressed out that I ight lose job, co would fail

38 inability to meet * you have made

39 the stress is the initial panic

40 cash flow is the basis of any company's existance. very stressful to be unable to meet obligations

41 money - not enough is very stressful - usually acctg has no control over how company makes money

42 yes, until the situation is fully accessed however, if eventual outcome is truly beyond my control, it would be stressful

Id masarea
1
2
3
4
5 frustrated/upset
6 frustrated/upset
7 exhausted and overwhelmed
8 overworked; regret taking the project on
9 regret putting myself in this position then not being able to handle it
10 annoyed at myself for misevaluating the situation
11
12
13
14 overwhelmed
15 stressed
16 error not to backfill the job
17 another problem I need to resolve
18 frustrated that I didn't realize the immediate need to replace the person who left
19 overcommittedd
20
21 be honest about being overloaded
22 feel like an idiot
23 frustrated when it was too much
24 feel I didn't react properly to address the problem early
25 realize I made a mistake
26
27 irritation
28 disappointed with own judgment
29 feel burdened, but brought it upon myself and can take care of the problem
30 recognize I can't take it all on, stressed until then
31 feel I missed an opp'y
32 short term prob - no wprries
33 realize that I have options available
34 feel that I took on too much.
35
36
37 feel pressured to hire or make another change
38 feel overwhelmed
39 I would feel regret and angry at myself fo rthinking I could take on the extra work.
40 I wouldnt be stressed
41 very stressed
42 my reaction would be to re-evaluate the job.

Id masares
1
2
3 hire someone
4
5 resolve to assess projects more carefully later; stick to this one
6 develop an action plan
7 hire someone or delegate
8 come up w/solutions to tell supervisor, discuss w/super
9 find someone for the job
10 address inventory problems; ask mgmt for help
11
12
13
14 hire new person
15 hire someone new ask for family support
16 search for new hire, prioritize
17 analyze reasons for these problems, delegate responsibility, and set up plan to prevent
reoccurrence
18 find a replacement immediately
19 tell work I need help
20
21 hire a new person
22 hire someone
23 take ont he work and hire someone if it gets to be too much
24 correct the situation quickly with added resurces
25 hire person to fill position
26 *
27 restructure day, hire new person
28 acknowledge oversihgt/ask for help
29 hire out
30 hire out
31 live with the current situation , finish the inventory and hire someone
32 recruit and be appreciative of the job respons
33 look seriously at hiring a replace,ment
34 ask for ability to fill the vacated position
35
36
37 hire someone or resorganizizing work load
38 hire a new person
39 I would immediately plan to hire someone and add that to my list of unwnated duties.
Then try to organize what is critical, get it done, and ride out the temp storm.
40 but would hire someone to do the work
41 hire someone to do inventory - I can't do itall
42 My response would be to quickly reposition myself into a more comfortable position

Id masayss

1

2

3

4

5 hate being pulled in different directions at work and at home; time pressure is stressful

6

7

8 not that stressful (3); think of solutions

9

10 stressful to carry out unreasonable burden and enter a poorly planned project (1)

11

12

13

14

15 time constraints

16 short term issue

17

18

19 need to balance family and work

20

21

22 short term stress because of workload

23 stressful; need to say no

24 stress comes from work and home. Not being effective in either area

25

26

27

28 not much stress just be straightfwd w/boss

29 stressful, but controllable

30 stressed from workload and pressure to resolve

31 self-imposed, trying to handle too much myself

32 not stressful - a learning exp

33

34 low stress bc the situation can be fixed

35

36

37 slightly stressed by the added work load

38 I've done this myself

39 the stress is the overwhelming feeling of too much to do and not enough time to see it through

40

41 thought I could handle it - couldnt

42 I don't believe so

Id makarea
1
2
3
4
5 shut down/outburst
6 a little rushed
7
8 torn btw obligations
9 a little frustrated
10 irritated
11
12 I don't believe this
13
14
15 feel stress
16 slightly challenged
17 just be a little busier than expected
18 no big deal
19 feel torn by expectations
20
21
22 feel challenged
23 stressed
24 feel that I couldnt balance the change in events
25 worry about the right thing to do
26 overwhelmed
27
28 life is full of pinch points
29 feel a respons to both
30 stressful to bal. recognize to say that I can control this
31 feel the need to plan the events immediately
32 take a deep breath and try to figure a solution
33 feel frustrated
34 feel compelled to act
35
36
37 becoming upset that I had too mcuh to do and I might not be able to make all
commitments
38 I would feel stressed
39 I would feel overwhelmed.
40 when other people change their schedule it is not my respons to keep up
41 stressed
42 reaction - take each item one at a time

Id makares
1
2
3 delegate, cancel, reschedule
4
5 cancel weekly mtg
6 prioritize
7
8 go to school , make up the work later
9 reschedule the weekly mtg
10 contact school to tell I'll be late; tell the assistant to stay
11
12 regroup. Not much you can do
13
14
15 ask someone to chair mtg; order delivery for dinner!
16 cancel the mtg and reschedule
17 weigh priorities and compromise have dinner delivered have assistant come in early
next day if nec.
18
19 get someone else to chair mtg
20
21 keep obligated appts. go to mtg, tell then I can't be early, tell wife I can't do
dinner, tell assist he can leave after his job is done
22 resched wkly update or have someone else chair so I can go to the game
23 resched the weekly mtg make other arrangements for dinner
24 resched the appts and ask wife to get dinner to strike a bal
25 try to do both or find an alternative - resched, or pick one
26 try to prioritize and the lower priorities will have to understand
27 go to mtg; have asst coach assist warm ups; forget dinner
28 bal work with home
29 judge which was more imp't and let that be the deciding factor
30 take heat personally and prof'lly
31 ask assistant to stay late, chair the mtg (or get someone else to) and ask him to
entertain coming in late tomorrow, instead
32 cancel mtgs, find someone else to head mtg
33 bal the decision by what areas I had to make sacrifices in before
34 decide to miss mtg and go to practice
35
36
37 scurrying around to do as much as poss
38 get someone else to chair the mtg
39 I would call another parent to see if they could pick up my daughter for the game,
call the kids at home and tell them this is FYO nite, chair the mtg, and head for the
game. Then take pizza home after the game
40 the prescheduled mtg takes precedence over the one that was changed
41 delegate someone else to go to mtg
42 take each item one at a time

Id makayss

1

2

3

4

5 people are changin the plans w/o my input

6

7

8 fairly stressful (2) b/c of obligations to work and home

9 you have two conflicting responsibilities

10 stressful (1) because many things must be decided quickly

11

12

13

14

15 many competing events and narrow time span w/ltd options

16 not really

17 update mtg short, and show up a little late for the game

18

19 family and work balance

20

21 sudden onset of competing priorities

22 stressful to mg time - short term ned to shuffle

23 STRESSFUL pulled btw work and family last minute issues all

24 find stressin these events by the fact that I had less control of the events

25 balancing prof and personal needs

26

27

28 everyone deals with this issue

29 stressful but I should not have taken on the respons if I didnt have time

30 stressed by pressures to please everyone

31

32 non stressful - things happen. fmaily first!!

33 be more stresful regarding how often this happens

34 low stress the mtg will go on w/o me

35

36

37 be stressed because I would have to let several people down, and I take pride in my dependability

38 conflicting priorities

39 the stresss is the overwhelming situation

40

41 agreeing to something and thinking you are involved - when actually a lot of people are involved in your decision making

42 perhaps, only for the moment, while the events are unfolding

idnuun	suzinmg	suzinsts	suzineon	suzinpro	suzinne	jiminmg	jiminsts	jimincon	jiminpro	jiminme	mayexmg	mayexsts	mayexcon
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		0				0					0		
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		0				0					0		
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		9	1	2	20	0					10	0	1
		12	0	1	0	1	1	2	1	2*			
		19			0						8	0	1
2	2	18	0	2	10	1	1	1	1	1	9	0	1
2	2	43	0	2	7	2	1	2	1	2	27	1	2
2	2	19	0	2	17	2	2	2	2	2	18	0	2
1	2	16	1	2	24	1	1	2	1	2	28	0	2
2	2	19	0	2	8	2	2	2	2	2	16	0	1

2	11	0								24	1	2	7	1	1	2
2	34	2	2	2	2					32	1	2	16	2	1	2
2	26	0								33	0	2	22	0		
2	3	0								20	1	1	15	1	1	1
2	10	2	2	2	2					29	0	1	0	0		
1	1	1	1	2	1	2				37	0	1	0	0		
2	14	0								14	0	1	2	1	2	2
2	6	1	2	2	2					24	0	2	18	1	1	2
2	5	1	2	2						48	1	2	13	2	2	2
2	9	1	1	2						7	1	2	13	1	2	2
1	0	0								19	2	2	24	2	1	2
1	0	0								22	0	1	0	0		
1	0	1	1	2						10	0	1	0	0		
2	13	1	1	2						13	0	2	9	1	1	2
2	8	0								22	1	2	15	0		
1	0	0								13	0	2	19	0		
1	0	1	1	2						23	0	1	0	0		
1	0	1	1	2						1	0	1	0	0		
2	9	2	2	2						19	0	2	4	1	1	2
1	11	1	1	2						38	0	2	21	1	1	2
2	19	2	2	2						33	1	2	15	3	2	2
1	0	0								24	0	1	0	0		
1	0	0								36	0	2	22	2	1	2

masayswd	masess	massexin	masstava	msexin2	msstva2	makreawd	makacaont	makastd	makayswd	makass	maksexin	makstava	mkexin2
0						0			0				
0						0			0				
0	0					28	0	1	0	0			
0						0			0				
13	2	1	1	1	1	6	0	2	8	0			
0	0					4	0	1	0	0			
0	0					0			0				
12	1	1	2	1	2	31	0	2	9	1	2	1	2
0	0					8	0	2	7	0			
22	3	1	1	1	1	35	0	2	12	1	1	2	1
0						0			0				
0						11	0	1	0	0			
0						0			0				
0	0					0			0				
3	1	2	2	2	2	15	0	2	12	1	2	2	2
4	0					15	0	1	2	0			
0	2	1	2	1	2	23	0	1	15	0			
0	0					6	0	1	0	0			
6	0					10	0	2	4	0			
0						0			0				
0	0					35	0	2	5	0			
6	1	1	2	1	2	23	1	2	9	1	1	1	1
11	1	2	2	2	2	23	0	2	11	2	1	1	1
17	2	1	2	1	2	29	1	2	18	1	1	2	1
0	0					21	0	2	5	0			
0						13	0	1	0	0			
0	0					9	0	1	0	0			
10	1	2	2	2	2	10	0	1	5	0			
11	2	1	2	1	2	23	0	2	18	1	1	2	1
11	3	1	2	1	2	23	1	2	7	3	2	2	2
8	0					36	0	1	0	0			
8	2	1	2	1	2	21	0	1	15	1	1	2	1

mkstva2	female	business	agebusi	location	position	worked	current	busiown	crisidown	response	suzacem	jimacem	mayacem
	2	hardware	60	small town	president	1.5	1.5	1	1	2	1	1	2
	2	publishing	35	norfolk	publisher	20	2	2	2	1	1		
	2	engineering	25	norfolk	sales mgr, m	3	2	1	1	1	1	1	1
	1	employee ben	10	va bch	owner	10	10	2	2	1	1		
	1	healthcare		charlottesville	administrator	18	2.5	1	1	2	1	1	2
	1	manufacturing		richmond	plant mgr	16	2	1	1	1	1	1	1
	1	retail	35	va bch	mgr	5	5	1	1	2	1	1	1
1	1	chamber of c	13	norfolk	director, com	5	2	1	1	1	1	1	1
	2	engineering	10	wmbg	quality/dist.n	4	1	1	1	2	1	1	1
2	1	investment b	40-50	richmond	vp equity res	15	8	1	1	2	1	1	1
	2	financial svcs	45	richmond	sr project mg	6	18 mo	1	1	2	1	2	1
	2	banking	50	va, md, tn, ex	pres/ceo of sr	20	3	1	1	1	1	1	1
	2	naval aviator	80	nas oceana, y	officer	9	9	1	1	1	1	1	1
	2	executive sea	23	richmond	sr associate	3	3	1	1	2	1	1	1
2	1	financial svcs	100	richmond	business dev	10 mo	10 mo	1	1	2	1	1	1
	2	high tech fort	40	richmond	engineering s	12	3	1	1	2	1	1	1
	2	mfg/logistics	130	worldwode	log analyst	18	5	1	1	1	1	1	1
	2	technical sup	4	chesapeake	mgr	2	8 mo	1	1	2	1	1	1
	2	mfg	25	richmond	dept. mgr	11	6 mo	1	1	1	1	1	1
	1	publishing	167	worldwode	key business	15	2 mo	1	1	2	1	1	1
1	2	diversified m	50	worldwode	mgr	10	3	1	1	2	1	1	1
1	1	HR banking	133	fredericksbur	HR dir	10	4	1	1	1	1	1	1
2	2	communicati	15-30	world	vp of dist (sa	20	1 wk	1	1	1	1	1	1
	2	fed govt	80	washdc	branch chief	25	1	1	1	1	1	2	2
	2	mfg	160	global	mgr of engin	4	6 mo	1	1	2	1	2	2
	2	healthcare	15	richmond		12	3	1	1	2	1	1	1
	2	petroleum ref	200	va	plant optimiz	7	1.5	1	1	2	1	1	1
2	2	military	200	norfolk	instructor	9	2	1	1	1	1	1	2
2	2	trade assn, ut	90	washdc	chief info off	18	4	1	1	2	1	2	2
	2	mfg and R&D	80	richmond	business dev	8	2	1	1	1	1	1	2
2	1	retail mgmt	50	richmond	mkt mgr	11	5	1	1	1	1	1	1

2	2	retail - comm	90 va	vp of admin	15	4	1	2	1	2	1	1
2	2	financial svcs	4 richmond	finance mgr	7 mo		1	2	1	1	1	1
									2			
									1			
1	2	military	200 va	mgr	5.5	4	1	2	1	1	1	1
2	2	consulting	9 richmond	pres	9	9	2		2	1	1	1
2	1	construction	10 gloucester	controller	10	10	1	2	3	1	2	1
	1	videotape pro	15 va beh	pres	15	15	2		2	2	1	1
2	1	construction	10 va beh	project mgmt	3	3	1	2	3	1	1	1
	2	investment b	95 richmond	principal and	20	14	2		2	2	1	2
	1	trucking	24 kittanning pa	bookkeeping	24	24	2		4	1	2	1
	2	service	12 rural pa	vp/owner	12	12	2		4	1	2	1
	1	construction	25 rural pa	vp/sec/treas	25	25	2		4	1	2	1
	2	successful	12 rural pa	owner	25	12	2		4	1	1	2
	1	hair salon	13 rural pa	owner/mgr	13	13	2		4	2	1	2
	1	restaurant	13 rural pa	owner	13	13	2		4	1	1	2
	2	dairy farm	32 rural pa	owner	32	32	2		4	1	2	1
	1	convenience	3 rural pa	owner/mgr	3	3	2		4	1	1	2
	1	flower shop	13 rural pa	owner/mgr	13	13	2		4	1	2	1
	1	construction	rural pa	secretary	5	5	1	1	4	1	1	1
	2	nursery	30 rural pa	pres	20	15	2		4	1	1	1
	1	construction	9 phoenix az	vp	9	9	2		4	1	2	1
	2	retail distrib	8 phoenix az	owner	8	8	2		4	1	1	1
	2	financial serv	15 butler pa		6 mo		1	1	4	1	1	1
	2	investments	5 butler pa	owner	9	5	2		4	1	2	1

jonacem	maracem	makacem	suexin3	sustva3	jimexin3	jimstva3	mayexin3	maystva3	jonexin3	jonstva3	marexin3	marstva3	makexin3
		1	1			1	2						
1	2	1			2	2						1	1
1	1	1											
1	1		2	2			1	2					
1	1	1	2	1	1	2	2					1	2
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			1	1									
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1	1	1	1	2	2	2	2	1	2	1	2	2	1
2	1	1	1	2	2								
1		1	1						1	2			
		1	1										
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VITA

Andrea Leigh Kimmel

The author was born in Kittanning, Pennsylvania, on May 19, 1973, and graduated from Indiana Area Senior High School, Indiana, PA, June 1991. She went on to graduate summa cum laude from Indiana University of Pennsylvania, December 1995, with a B.A. in Psychology. In September 1997, the author entered the M.A. program in psychology at The College of William & Mary in Virginia, and will graduate May, 1999.