

STRESS MANAGEMENT ACCORDING TO PERSONALITY TYPE OF WOMEN IN DIPLOMACY IN MYANMAR

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ABSTRACT

This paper on managing stress and personality type used the descriptive method of research to identify the personality types and assess the level of organizational stress in terms of work environment, inner self, and interpersonal relationship among 50 women diplomatic officers of various embassies based in Yangon, Myanmar from 2020-2021. The questionnaires were distributed and retrieved for analysis and interpretation according to the stated research problem. The statistical treatment used were frequency, percentage, weighted mean, and one-way analysis of variance. The results showed that regarding **the profile of the women diplomatic officers**, most of them are 41 years old and above, married and hold master's degree, with more than 10 years of experience in administration, supervise 1-5 employees, work from 8-12 hours a day on flexible time and are engaged in sports and recreation. As to **personality type**, 64% of the women diplomats have **Type A** personality behavior. In terms of **stress levels**, both **Type A and B have Average** levels of stress in **Work Environment** with the means of 3.23 and 2.74, respectively. **For Inner self**, **Type A** has **Average or 2.90 mean** and **Type B** has Low stress level at 2.29. These two types of women have also different stress level in terms of **Interpersonal relationship** where **Type A** has 3.58 or High level and **Type B** has 3.40 or Average level. Regarding the significant difference in the assessment of the level of organizational stress of women diplomats in terms of work environment, inner self and interpersonal relationship when grouped according to *personality type*, the **null** hypothesis that there is no significant difference in the assessment of women diplomats in their level of organizational stress when grouped according to personality type was **rejected**. Awareness of such stressors and relating these to personality types of individuals will enable these embassies to take steps to reduce the likelihood of experiencing the negative effects of stress.

KEYWORDS: women diplomats, women stress, personality type, organizational stress.

I. INTRODUCTION

Stress is a phenomenon of the 21st century lifestyles and has affected almost all professions from a clerk to a surgeon, or a sales manager to army officers. Jobs stress poses a threat to physical and mental health and for the workers who consequently affect the work organization (Perez, 2016; 2022). Besides, stress is an inevitable part of people's lives, especially in this modern world. It is not always a bad thing though

and can be useful for a burst of extra energy, like when competing in sports or public speaking. In many circumstances, stress can be managed with time or when one gets accustomed to the situation (Kokila & Subhashini, 2016).

Hence, stress is overwhelming and is not simply something that makes one worry. It is tantamount to life. We live in an age of great stress and anxiety, and it impacts more on our life and social

wellbeing depending on one's gender and personality types.

While organizational stress is experienced by both genders, it is commonly recognized that women across cultures are generally busier and more stressed than men. Working women face a higher level of stress than their male counterparts, as women play more roles at home, be it with husbands, children, or even elderly parents, while juggling it with work success and constantly moving toward achieving goals (Tripathi & Bhattacharjee, 2012; Perez & Shah, 2022).

When the issue of sending female diplomats to serve abroad for the British Foreign & Commonwealth Office (now the Foreign, Commonwealth & Development Office) was raised in 1933, the reaction by senior officials was negative as women were believed to not be able to play the role of foreign envoys efficiently. Their gender was believed to restrict their access to public (male) officials and informal (male) networks required to collect essential information (Niklasson, 2020).

Prior to Myanmar's foreign ties improving in 2012 due to its transitional post-military junta government, it barely had **30 embassies and diplomatic missions**. While its relations with western nations have significantly developed, Myanmar is still considered a hardship post even today and hosts only about 40 embassies and diplomatic mission; most of the diplomatic officers assigned being male, with less than 10 female ambassadors (U.S. Department of State, 2020; Ministry of Foreign Affairs, 2020). The COVID-19 situation in 2020 and the recent military coup in early 2021 may have made the circumstances even worse with embassies, such as New Zealand, having to close.

Just like in many Asian culture, men in Myanmar were used to be considered as bread winner and women were considered as home makers in the old times, but these days, both men and women have equal responsibility in work and family. While it can be stated that balancing their work and family is a task for female in all professions given that the burden of the responsibilities of their family always falls on the woman, what makes it particularly difficult is the fact that the legal

system is engineered from the viewpoint of men (Perez & Pwint War War Soe, 2021)

1.2 Scope and Limitation

This study was participated by women diplomatic officers from various embassies *except* for countries which *did not deploy women diplomats in Myanmar* such as, *Cambodia, Israel, North Korea, Kuwait, Laos, Pakistan, Qatar, Russia, Saudi Arabia, Serbia, and Turkey*.

As this study dealt with personality type, the level of organizational stress in terms of work environment, inner self, and interpersonal relationships and the different intervening variables that affect a dependent variable, descriptive research was the most appropriate method to use.

The population of this research were 50 women officers in the diplomatic community in Yangon, Myanmar. The small population is because most senior positions at these embassies and diplomatic missions are held by men.

The respondents in the study included junior, middle and senior officers in political affairs, economic affairs, consular affairs, humanitarian affairs, program teams, and other administrative units such as human resources, accounting, and logistics. The women diplomats were described as to their age, civil status, highest educational attainment, length of service in the organization, level as management in the organization, number of employees under direct supervision, number of years as management in the organization, average number of actual hours spent at work, flexible time in performing the role as management in the company, and in terms of engagement in sports or recreational activities.

2. LITERATURE REVIEW

This section is the compilation of the local and foreign literature and studies that were reviewed by the researchers and provides discussion and synthesis which were used to support or oppose the findings of this paper.

2.1 Organizational stress

Organizational stress has been proven to have a negative effect on the health and well-being of employees. There is a need for the organizations to integrate emotional well-being, conducive work environment, workloads and job responsibilities, social connectedness, and job satisfaction with their efforts to support the physical health and mental health of the workers.

Work-related stress can affect many aspects of a person's life. It can hurt their productivity as well as their mental well-being within, and out of, the work environment. Therefore, managing work-related stress is so important. At some point, people will experience stress right from their work environment that may have caused by unorganized and messy workstation, bullying or harassment at workplace, work overload and bad environment (caused by noise, air quality, bad temperature), lack of communication, long work hours and unfulfilling work (Solvoglobal, 2020.).

Working environment is far more than just the physical facilities provided to employees. Working environment meant to be "positive" that promotes employee well-being, productivity, and growth. This can be having good working practices, relatable values, a supportive atmosphere, and a culture of trust. A positive working environment encourages people to perform at their best. A positive working environment has benefits for people at all levels in an organization. *Deloitte (2012)* shows that 94% of executives and 88% of employees believe a positive workplace culture is essential to business success. Hence, creating a space where employees feel happy and inspired naturally leads to a livelier and more collaborative workforce who are motivated to achieve their personal and professional goals.

Workers need a healthy work environment to thrive and even beat stress. In a recent survey by RAND, nearly two-thirds of workers in the US report working under unhealthy work conditions and a significant number of these workers are women. Hostile social interactions, verbal abuse, and sexual harassment are a few of the unhealthy factor's women report as being major sources of stress in an unhealthy workplace. Many women

also note that a lack of emotional support from their bosses enables these unhealthy behavioral patterns (*Corporate Wellness Magazine, n.d.*)

Women express their ideas daily, in meetings, one-to-one conversations and emails just as men do, but they may do it differently and it may be received differently. Women must constantly balance "how" they say things versus "what" they say. Often because of beliefs about what strong or angry women sound like, she must use some form of disarming mechanism such as ritual modesty, mitigation, apology, question, or a smile. It is like learning a second language – and like a second language, it can become second nature. Examples include: "I'm not the expert on this" or "I'm sorry but I guess we could just give this a thought" or "I'm not sure". She is sure. She is the expert. She is not sorry. But she knows that making declarative statements will turn the listener (male) off and be dismissed because she is seen as too tough. The irony is that when she uses the disarming mechanism, she is not seen as capable.

Women have a much narrower band of behavior, on top of the fact that they may be interrupted much more than men and receive less affirmation for their comments (*Liswood 2015*). Who gets the good assignment or is seen as go-to person is another daily stressor for women - it might be the daily inclusions and exclusions, such as the bonding that comes from sports conversations, the evening drinks at the bar, the banter between two men?

2.2 Women's Stress

A study that examined 285 female middle managers in Malaysian urban areas, found that work-family conflict and barriers to career achievement were positively related to occupational stress, while workplace social support was found to be insignificant (*Fei, et al., 2017*).

Sixty (60) working women in different banks in Dhaka City, estimated that 28% regularly felt stress in their profession in banking sector, workload was major factor of stress reported by 65% and 80% women reported that they felt stress due to low salary, job insecurity, transfer, and lack

of opportunity for growth and advancement. On the other hand, 55% of the study participants regularly felt anxiety and 33% felt throat discomfort, 47% felt body aches and pain, half felt tiredness, more than half felt rage and frustration, 47% felt back problems and 32% regularly felt high absenteeism and illness due to stress, but very few women did yoga, physical exercise and meditation, which are known to be effective in reducing stress (Das, 2016).

Of the 12,093 female nurses, aged 45–64 years from the Danish Nurse Cohort Study tracked from 1993 to 2008, a total of 580 were admitted to the hospital with ischemic heart disease, comprised of 369 angina pectoris cases and 138 heart attacks. After considering other risk factors such as smoking, alcohol intake, diabetes, and family history, it was found that those who described high pressure at work were 35% more likely to have a heart disease than those who were comfortable with the pressure. However, when broken down by age, only women aged 50 and under were considerably affected (Allesoe, et al., 2016).

The associations between perceived organizational justice and psychological distress and stress-related behaviours (smoking and heavy drinking) in 2,216 females aged 18–69 years from the Japanese Study of Health, Occupation, and Psychosocial Factors Related Equity was examined in a study. The participants consisted of 420 female managers and professionals, and 1,796 other female workers. 58.57% of managers and professionals and 52.39% of other workers exhibited psychological distress amongst them. (Kobayashi & Kondo, 2019).

The *Global Gender Gap Report (2020)* shows that women still do more housework and childcare than men in every country. This means that women free up men's time and subsidize their ability to get to the more senior positions. Stresses like these may be seen as insignificant in each instance, but over time they accumulate to create a daily experience for women in the workplace that is different than for men. That accumulation may have a chilling effect on a woman's desire to play the corporate game in the face of a separate set of rules and measures. It becomes too stressful, and she concludes that the playing field is not level and therefore not a field she wants to play in.

2.3 Diplomatic Women

World War I saw women filling roles manufacturing and agricultural positions on the home front while the men were away. Others provided support on the front lines as nurses, doctors, ambulance drivers, translators and, very rarely, on the *battlefield* (*National WWI Museum and Memorial, 2021*). The diplomatic profession, which had until then been reserved for men, finally opened to women after the War in Europe (Demel, 2020).

Among several notable women, there are three who have led the way. In 1918, Rosika Schwimmer was appointed Hungarian ambassador to Switzerland. She is said to have been the first woman ever to have served as a foreign ambassador (Herman, 2020).

The second, Diana Abgar, born in British Burma, is the first Armenian woman diplomat and was appointed Honorary Consul to Japan in 1920 (Minasyan, 2018). Soviet feminist revolutionary, Alexandra Kollontai, was the third woman diplomat and served as Minister Plenipotentiary to Norway in 1924. She was later promoted as ambassador to Sweden in 1943 (*Presidential Library, 2021*).

American Ruth Bryan Owen joined senior officer ranks in 1934 when she was posted as Minister to Denmark (*U.S. House of Representatives, 2021*), and later Eugenie Anderson as ambassador to Denmark in 1949 (*Minnesota Historical Society, 2021*). Alva Myrdal became the first Swedish female diplomat in 1955 and was appointed ambassador to India. She also had related duties in Myanmar (then-Burma) and Sri Lanka (then-Ceylon) (*Institute for Cultural Relations Policy, 2020*).

Myanmar compares well to the international community, considering it is a Buddhist country. Aung San Suu Kyi's mother Khin Kyi, famous for her marriage to General Aung San, was an established politician and diplomat in her own right. She was a Member of Parliament in the country's first post-independence government in 1947 and was then appointed as the first Minister of Social Welfare in 1953, and the Burmese ambassador to India in 1960, becoming the country's first woman to serve as the head of a

diplomatic mission. She concurrently served as ambassador to Nepal later (*Daw Khin Kyi Foundation, 2019; Aung, 2019; Moe, 2018*).

For some however, it has not been an easy journey being the first. When C. B. Muthamma was appointed as India's first woman ambassador to Hungary in 1970, she was assigned only after winning a petition against the Indian government on the ground that she had been overlooked for promotion, arguing that the rules governing the employment of women in the service were discriminatory (*Pal, 2017*).

A similar case in 1976 where Alison Palmer, a mid-level career officer, sued the US Department of State. Not only was it argued that women were under-represented, a recruiting issue, but it was also reported that at the junior and mid-levels, women were clustered. The case was not settled until 1990. It was ruled that part of the violation of discrimination laws was the fact that women were not given the opportunities or experiences necessary to be promoted (*Strano, 2016*).

The first female head of government was Sirimavo Bandaranaike of Sri Lanka and was followed by another Asian woman, Indira Gandhi. Many other women diplomats and politicians, such as Corazon C. Aquino of the Philippines in 1986, Khaleda Zia and Sheikh Hasina Wajed of Bangladesh in 1990, Aung San Suu Kyi of Myanmar in 1990, Megawati Sukarnoputri of Indonesia in 1998, have led democratic movements successfully against dictatorships or encouraged women to reach leadership positions, in addition to changing the roles of women where historically male domination existed (*Ha, 2014*).

Despite all their achievements, the feminization of the profession has been slow. The glass ceiling phenomenon is very much still present with women diplomats having difficulty being promoted beyond the junior and mid-levels. Only 11% of ambassadors in the United Kingdom were women during the 1990s. The official title of "ambassadrice" (female ambassador in French) has existed since 2002 in France, and less than 14% of ambassadors are women.

In recent years, Australia has put an emphasis on bringing more women into its defense, foreign affairs, and diplomacy ranks. But a new global

index shows the country still has work to do to improve gender equality and promote women in security. New Asia link research shows that Australia is in the lead on gender diversity among its senior diplomats (*Tyler & Jheengun 2020*). *The Conversation (n.d.)* reported that the percentage of women in foreign affairs committees of national parliament in Australia has 50% of female representation (ranking seventh globally), albeit with a male chair.

As of 2020, there are *only 5 Myanmar women ambassadors*. For all that, reconciling the career with family life is a greater obstacle for women, and *diplomacy still often remains a profession of men (Demel, 2020; Ministry of Foreign Affairs, 2020)*.

3. Personality Type

3.1 Type A

Type A personality is characterized by a constant feeling of working against the clock and a keen sense of competitiveness. Individuals with a Type A personality experience a higher stress level, hate failure, and find it difficult to stop working, even when they have achieved their goals. Friedman and Rosenman (both cardiologists) discovered the Type A behavior by accident after they realized that their waiting-room chairs needed to be reupholstered much sooner than anticipated. The patient and impatient cardiac patients differ the way they sit in the waiting area. They Type A patients are unable to sit in their seats for long and wore out the armchairs and with the tendency of sitting at the edge of the chair and stand up frequently. Type A people have higher risk of heart disease and hypertension.

3.2 Type B

Type B personality is characterized by a relaxed, patient, and easy-going nature. Individuals with a Type B personality work steadily, enjoying achievements, but do not tend to become stress when goals are not achieved. They tend to be more tolerant of others, more reflective, experience lower levels of anxiety and display a higher level of imagination and creativity.

Surbhi (2020) describes Type A Personality as one which is stress prone, in a hurry, impatient and fast in whatever they do, sensitive and proactive, short-tempered, highly competitive, high stress level and encounters pressure because of time constraints. While Type B Personality as one which is less stress prone patient, relaxed and easy going, reflective and innovative, even-tempered, less competitive, low stress level and is not affected by time constraints.

Synthesis and Relevance of the Reviewed Literature and Studies

The related literature and studies mentioned in this chapter covered topics relevant to the present study. Much have been discussed about the various sources of stress which involve women experiences and have affected their health from these stressors. The consulates ought to address these concerns by formulating policies and programs that are preventive for women to be able to maximize their career potential. By doing so, the consulates can benefit from the rich resources that women contribute to the workforce.

The women diplomatic officers are responsible for the welfare of employees ranging from the cleaners, chef to the junior diplomatic officers who were regarded as part of the Ambassador's intimate family.

4. THEORETICAL FRAMEWORK

Figure 1 (Appendix 2.1) illustrates the paradigm that individual differences among women diplomats may cause to respond to the stressors such as work environment, inner self, and interpersonal relationship. These sources of stress, in effect, may be constructive or destructive in the organizational and personal consequences. Its effects depend on the type of personality of a woman diplomat categorized as Type A or Type B.

Apart from common stressors, women are vulnerable to sex specific job stressors. It could be in the form of sex discrimination, sexual harassment, work and family balance issue, societal demands, hostile work environment

harassment also termed as offensive or intimidating behavior in the workplace.

Based on the foregoing theories gathered from the review of the several related literature and studies, the research paradigm that provided as guide to the study is the **Input – Process – Output (IPO)** figure as drawn and shown in the paradigm, *Figure 2 (Appendix 2.2)*.

The input variables include the profiles of the women diplomats in terms of age, *civil status, highest educational attainment, number of employees under supervision, number of years as entrepreneurs, average number of actual hours spent at work/business, number of business enterprises implementing flexible time, and number of women entrepreneurs in sports or recreation.*

Other input variables are levels of stress of women entrepreneurs in the aspects of *work environment, inner-self and interpersonal relationship.* The processes involved in this study were data gathering, analysis and interpretation. The *input* variables and the *processes* concerned in the conceptual framework, contributed to the *output* or proposed policy recommendations on coping mechanisms strategy.

5. RESEARCH METHODOLOGY

5.1 Statistical Treatment

The following statistical tools were use in the study:

- a. Frequency and Percentage Distribution is a measure of standardizing by calculating the proportion of the respondents with the same view regarding the sources of stress for women diplomats from the population of the respondents
- b. Weighted Mean - is a type of measurement for central tendency, which is like the arithmetic mean, except that each value has a specific significance or “weight” aside from its real value. The weighted mean was used to determine the type of personality of the women diplomats and their stressors.

c. One – Way Analysis of Variance was used to test the significant differences in the assessment of women entrepreneurs in their level of entrepreneurial stress when they are grouped according to their personality type and profile.

6. ANALYSIS OF FINDINGS

6.1 Profile of Women Diplomatic Officers

After the statistical treatment, the following results for profile of respondents were revealed:

Twenty-one (21) or 42% of the respondents belong to the 41 and above Age bracket, followed by 15 or 30% who are in the 31 – 35 age level, 8 or 16% are in the 36 – 40 age brackets while 6 or 12% are in the age levels. There is none who falls in the age range between 20 – 25.

This shows that most women diplomatic officers are in their 30s and above. The reason for this is mainly because a person, regardless of gender, interested in becoming a diplomat needs to be at least 20 years old when they apply for their job and sit for their respective country's Foreign Service exam (U.S. Department of State, 2019). After acceptance, they are assigned on probation of about 5 years to several different domestic assignments as well as 2 – 3 years of consular work and 1 hardship post abroad. If they choose to continue with their career as a diplomat later, they can sit for another exam to become a senior official (U.S. Department of State, 2021).

In terms of Civil Status, 50% are married, 46% are single and 4% are divorced or separated. Most of the married women diplomatic officers work to help augment the family income, practice their profession, or establish their career.

In terms of educational attainment, majority of the diplomats with percentage of 60% obtained master's degree, 32% holds bachelor's degree, 4% are with units in master's program and 2% holds doctoral degree, while others, or 2% obtained Federal Vocational Education and Training (VET) diploma. This result proves that though the diplomacy career accepts high school diploma as minimum requirement, holding a tertiary degree improves the employability of anyone who wishes to do a diplomatic job.

With length of service, majority or 34% of these women have served the diplomacy from 16 years and above; 26% served between 6-10 years; 24% for 11-15 years, and 16% for 1-5 years. Those who have been in the service for more than 10 years may be classified as *career diplomats* or those who were pursuing the foreign service career and not appointed by the government for diplomatic mission.

Out of the fifty (50) officers, 21 or (42%) of them are senior level, 19 or (38%) are in the middle level and 10 or (20%) are junior officers. Associating with the above finding on length of service, it is no surprise that most of these women career diplomats are either senior-level and middle-level officers.

Regarding *the number of employees under direct supervision*, majority of the women diplomats, 24 or 48%, have 1 – 5 employees, followed by 11 or 22% with 11 – 15 employees, 10 or 20% have 6 – 10 employees, while only 5 or 10% have more than 15 employees under their direct supervision. The Embassies or diplomatic missions in Myanmar are mostly small due to the limited foreign relations with Myanmar, thus, the representation does not require to have a huge presence in the country.

Thirty-eight (38%) of women diplomatic officers have been in the management for 10 or more years; thirty-two (32%), between 1- 2years; 18% for 4-6 years; and 6% for both 7-9 years and less than one year. This again, reflects them being career diplomats.

As per the *average number of actual hours spent at work*, most of these women or **33 of them (66%)** spend 8– 12 hours at work, there are **11- or 22%-women** diplomatic officers who spend 8 hours or less at work, and **6 or 12%**, likely to be the ambassadors, that spend more than 12 hours and work overtime. The number of hours spent at work is somehow ease up with the flexible time schedule that majority **or (86%)** of the women diplomatic officers are employing in their work schedule, while fourteen percent (**14%**), mostly the ambassadors do not get to enjoy the *flexible time at work*.

Out of 50 of the women diplomatic officers, 35 or 70% are engaged in sports and recreational activities, while only 15 or 30% are not.

This data depicts that while the women diplomatic officers work hard, they also play hard, and try to live a healthy work-life balance lifestyle. In Myanmar, there are informal groups of international expatriates which organizes different clubs, such as sports club, book enthusiasts, foodies' group, community outreaches, tours, and travels, where most of the international women actively participate.

6.2 Personality type and behavior patterns of women diplomatic officers

The study revealed that 64% of women diplomats belong to the *Type-A personality*. This type of women is reliable, ambitious, organized, proactive, time efficient. This means that they are direct and decisive with a strong desire and ability to achieve their goals. When faced with a challenge, they may prefer to take quick action instead of deliberating for hours. They might also find it easier to push forward when a situation becomes difficult. These qualities can be very valuable both at work and at home (Rathus, 2015).

The rest of the women respondents 36% belong to *Type-B*, the type which is characterized as being more relaxed, less hurried and less inclined to compete (Perez, 2016).

Baptiste (2018), narrated in her doctoral dissertation that personality traits, demographic characteristics and other factors have all been noted as key mediators of the stressors' impact on workers. She continued that the most important part of managing many sources of stress is to recognize them, to take active steps to control unnecessary stressors and to maintain the balance between positive and negative stress.

6.3 Stress level of women diplomatic officers (Work Environment, Inner-self, Interpersonal relationship)

For the *Work Environment* stressors, the study reveals that *Type A women diplomatic officers*

have an **Average to High level of stress at 3.23 mean score and 2.74 or Low to Average for the Type B women diplomats**. The possible reason of stress among working women might be the dual demanding role of women at workplace and at home.

More women than men have both a career outside homes and continue to try to juggle with traditional responsibilities after hours. Sociologists describe women as struggling to achieve the "male standard" at work, while trying to maintain the "perfect wife and mother standards" at home (Kausar & Anwa, 2015).

Also, women's perception that discrimination occurs within their work environment, regardless of their own personal experiences with it, can lead them to assess their organizational experiences than men do more negatively (Perez, 2016). This finding complements the results of this study, for which, women diplomatic officers do historically find *discrimination* as major source of stress in their work environment.

In terms of *Inner Self*, *Type-A* personality showed a score of **2.90 or Average level** of stress while *Type-B* personality showed a score of **2.29 or Low level** of stress in overall score.

Women are less likely to be in as powerful positions as men to change their environment. They find it harder to say no to the request of others and often feel guilty if they cannot please everyone. Women often spend less time nurturing their own emotional and physical needs. It could be perceived as being selfish (Saleem & Siddiqui, 2016).

The United Nations through the years of surveys, teaches their personnel that it is necessary to be in control of mind and spirit for lasting physical and mental health. In life, challenges and disappointments are eventually faced and should not act as a road barrier, but as a leap to be conquered to survive (UN, 2017).

Findings of this study uncovered that the women respondents with both *Type-A* and *Type-B* personality pattern are in control of their minds and spirits in all circumstances at work as shown by the average and low level of organizational stress.

In terms of *Interpersonal Relationship*, Type-A personality showed an **overall High** level of stress at score of **3.6** while Type-B personality with an **Average level** of stress at **3.4**.

Both personalities seemed to have **high stress** in *communication ability, group effort and planning*. Type A personality has **low stress level (2.33)** score for 'freedom of action' factor which simply implies the independence and reliability of this type of women in making decisions and actions.

Stress related problems of women include relationships with family and friends. Other women suffer stress due to end of a relationship. While Type-B personalities are usually able to cope with stress compared to Type-A, it is important to shift to various levels of organizational, divisional and team approaches for reducing stress at work, ones that foster employee well-being while simultaneously improving work performance (Perez, 2016).

Being a part of a social network may simply reduce employee stress levels. Although this highlights the value of group membership in general, the characteristics of one's group members and relationship partners intensify this effect. For example, leaders who are viewed as "good listeners" have been correlated with employee feelings of belonging, inclusion, social significance, and togetherness in terms of a formally organized sanctioned workplace relationship (Peart, 2019).

7. CONCLUSIONS AND RECOMMENDATIONS

7.1 CONCLUSIONS

The researchers arrived at the following conclusions based on the above findings:

- a. Most of the women diplomatic officers are 41 and above years old, married, master's degree holders, have above 16 years and above length of service, holding senior level officers' positions and have 1 – 5 employees under direct supervision; with 10 and more years' experience as management, work between 8 – 12 hours, enjoy flexible work schedule and do engage in sports or recreation.

- b. Women diplomats in Myanmar are mostly with Type A personality behavioral pattern.
- c. There is an Average level of stress among women diplomats in terms of *work environment, inner self, and High level in interpersonal relationship*.
- d. There is a significant difference on the assessment of women diplomats in the level of organizational stress when grouped according to profile and personality type.

7.2 RECOMMENDATION

To support the women diplomats' ability to balance their work and personal activities, reduce risks of stress and burn out, improve well-being, and improve performance, the authors proposed to develop policies on coping mechanisms:

- a. Consulates should ensure equitability, sustainability, and fairness in applying flexible working arrangements. Working for more than 8 hours will certainly cause stress in the long run, thus, should be avoided.
- b. Stress management training, workshop and seminar should be provided to these women who are majority in the Type A behavioral pattern. Though the stress levels in *work environment* and inner self of this type of women are at Average, consulates should initiate seminars and workshops on gender and development program to increase the awareness of the disparity between genders on the sources of stress.
- c. The *high* level of stress in *interpersonal relationship* should be addressed by carefully evaluating the causes to take steps in addressing issues for the sake of everyone involved in the relationship. If necessary, professional counseling should be provided to help identify problems to end the unhealthy relationships.
- d. Conclusively, to address the stress level issues of women diplomatic officers, **Policies on the following items are herewith proposed**, such as: *Promote and increase the representation of women in diplomacy; Benefit programs of special interests to women diplomats; Provide education support and opportunities for women diplomats who*

do not have a degree yet; Provide leadership training that will increase the competitiveness of women diplomats.

- e. Further study on organizational stress of male officers must be established for better measurement of the diplomatic human resource development programs and practices to ensure work life quality of both women and men diplomats

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APPENDICES

Appendix 1

Table 1 Frequency and Percentage Distributions of Women Diplomats in Terms of Age

Age	Frequency	Percentage
20 – 25	0	0
26 – 30	6	12
31 – 35	15	30
36 – 40	8	16
41 & above	21	42
TOTAL	50	100

Table 2 Frequency and Percentage Distributions of Women Diplomats in Terms of Civil Status

Civil Status	Frequency	Percentage
Single	23	46
Married	25	50
Separated/Divorce	2	4
TOTAL	50	100

Table 3 Frequency and Percentage Distributions of Women Diplomats in Terms of Highest Educational Attainment

Highest Educational Attainment	Frequency	Percentage
Federal VET Diploma	1	2
Bachelor's degree holder	16	32
Master's degree holder	30	60
Doctoral degree holder	1	2
With Master's Unit	2	4
TOTAL	50	100

Table 4 Frequency and Percentage Distributions of Women Diplomats in Terms of Length of Service in the Organization

Length of Service in the Consulate/Embassy	Frequency	Percentage
1 – 5 years	8	16
6 – 10 years	13	26
11 – 15 years	12	24
16 & above	17	34
TOTAL	50	100

Table 5 Frequency and Percentage Distributions of Women Diplomats in Terms of Position Level in the Organization

Level in the Organization	Frequency	Percentage
Senior Level	21	42
Middle Level	19	38
Junior Level	10	20
TOTAL	50	100

Table 6 Frequency and Percentage Distributions of Women Diplomats in Terms of Number of Employees under Direct Supervision

Number of Employees under Direct Supervision	Frequency	Percentage
1 – 5	24	48
6 – 10	10	20
11 – 15	11	22
More than 15	5	10
TOTAL	50	100

Table 7 Frequency and Percentage Distributions of Women Diplomats in Terms of Number of Years in the Diplomacy

Number of years as diplomat	Frequency	Percentage
Less than one year	3	6
1 – 3 years	16	32
4 – 6 years	9	18
7 – 9 years	3	6
10 and more	19	38
TOTAL	50	100

Table 8 Frequency and Percentage Distributions of Women Diplomats in Terms of Average Number of Actual Hours Spent at Work

Average number of actual hours spent at work	Frequency	Percentage
8 hours or less	11	22
8 – 12 hours	33	66
More than 12 hours	6	12
TOTAL	50	100

Table 9 Frequency and Percentage Distributions of Women Diplomats with Flexible Time in Performing the Role as Diplomatic Officer

Flexibility	Frequency	Percentage
With flexible time	43	86
No flexible time	7	14
TOTAL	50	100

Table 10 Frequency and Percentage Distributions of Engagement in Sports or Recreational Activities

Engagement in Sports or Recreation	Frequency	Percentage
Yes	35	70
No	15	30
TOTAL	50	100

Table 11 Frequency and Percentage Distributions of Women Diplomats According to Type of Personality Behavior

Type of Personality Behavior	Frequency	Percentage
Type-A (25 & above)	32	64
Type-B (below 25)	18	36
TOTAL	50	100

Table 12 Behavior Patterns of Personality of Women Diplomats as Measured by Meyer Friedman (N = 50)

Behavior Patterns of Personality	Likert Scale Measurement					Total
	Seldom	Average			Usually	
Do you move, walk, eat rapidly?	1	2	3	4	5	
Type A	0	3	13	14	2	32
Type B	0	8	9	1	0	18
Do you feel impatient with most events that take place?						
Type A	0	4	7	20	1	32
Type B	2	15	1	0	0	18
Do you attempt to finish the sentences of persons speaking to you?						
Type A	3	10	15	4	0	32
Type B	3	11	2	2	0	18
Do you become irritated or even enraged when a car ahead in your lane runs at a pace you consider too slow?						
Type A	0	9	7	14	2	32
Type B	6	9	0	3	0	18
Do you find it uncomfortable to watch other's perform tasks you know you can do faster?						

Type A	1	4	8	18	1	32
Type B	2	12	2	2	0	18
Do you find it difficult to be interested in other's conversations if the subject is not special interest to you?						
Type A	0	10	10	11	1	32
Type B	5	9	2	2	0	18
Do you feel vaguely guilty when you do nothing for several days?						
Type A	0	11	8	9	4	32
Type B	3	9	2	4	0	18
Do you schedule more than what is possible to accomplish in a given time span?						
Type A	0	3	5	22	2	32
Type B	1	8	4	5	0	18
Do you believe that whatever your success may be, it is because of your ability to get things done faster than others?						
Type A	2	2	11	16	1	32
Type B	3	7	4	3	1	18
Do you frequently clench your fist or bang your hand on the table to confirm your point during						
Type A	11	18	2	1	0	32
Type B	12	6	0	0	0	18

Table 13 Level of Organizational Stress of Women Diplomats in terms of Work Environment

Work Environment	Mean	Standard Deviation	Verbal Interpretation
1. Motivated Performance			
Type A	3.68*	.6927	High
Type B	3.78	.8084	High
2. Work Enthusiasm			
Type A	3.53*	.9152	High
Type B	2.72	.8948	Average
3. Encouragement			
Type A	3.15*	1.0809	Average
Type B	2.50	.9851	Average
4. Monetary Reward			
Type A	3.06*	.0981	Average
Type B	2.89	1.1318	Average
5. Status			
Type A	3.65*	.0937	High
Type B	3.17	.9851	Average
6. Decision-Making			
Type A	3.84*	.9370	High
Type B	2.89	1.0226	Average

7. Tough Supervision			
Type A	2.84*	.9540	Average
Type B	2.61	1.2897	Average
8. Workload			
Type A	2.84*	1.0506	High
Type B	2.67	1.3284	Average
9. Prestige			
Type A	2.75*	.9158	Average
Type B	2.33	1.0846	Low
10. Effective Supervision			
Type A	3.28*	1.1745	Average
Type B	2.67	1.1881	Average
11. Expectation			
Type A	3.12*	1.2378	Average
Type B	2.56	1.0966	Average
12. Performance Standard			
Type A	3.25*	1.0160	Average
Type B	2.89	1.0226	Average
13. Imagination/Ingenuity			
Type A	3.15*	1.0809	Average
Type B	2.44	1.1490	Low
14. Limited Perspective			
Type A	3.28*	1.1704	Average
Type B	2.67	1.1881	Average
15. Human Nature			
Type A	3.03*	1.1773	Average
Type B	2.39	.0985	Low
Over-All Weighted Mean*			
Type A	3.23	1.0288	AVERAGE
Type B	2.74	1.0769	AVERAGE

Legend: 4.50 – 5.00 = Very High 3.50 – 4.49 = High 2.50 – 3.49 = Average

1.50 – 2.49 = Low 1.00 – 1.49 = Very Low

* Significant difference at $\alpha = .05$ (Critical Level)

Table 14 Level of Organizational Stress of Women Diplomats in terms of Inner Self (N = 50)

Inner Self	Mean	Standard Deviation	Verbal interpretation
1. Vocal Explosiveness			
Type A	2.38*	.7071	Low
Type B	1.78	.6468	Low
2. Perpetual Motion			
Type A	3.22*	1.0696	Average
Type B	2.06	.8024	Low
3. Impatience			

Type A	3.22*	.9413	Average
Type B	2.40	.9785	Low
4. Polyphasic Activity			
Type A	3.82*	.6445	High
Type B	3.11	.8323	Average
5. Singular interest			
Type A	3.25*	.8798	Average
Type B	2.50	.7071	Average
6. Relaxation Guilt			
Type A	3.09*	1.279	Average
Type B	2.28	1.0178	Low
7. Environmental Observation			
Type A	2.63*	.9069	Average
Type B	2.39	.6978	Low
8. Materialism			
Type A	2.53*	.8793	Average
Type B	2.22	.8085	Low
9. Time Urgency			
Type A	3.06*	.8400	Average
Type B	2.28	.8264	Average
10. Aggressiveness			
Type A	3.03*	1.0312	Average
Type B	2.56	1.2935	Average
11. Gestures			
Type A	1.66*	.7452	Low
Type B	1.50	.7860	Low
12. Self-sufficiency			
Type A	3.38*	.9755	Average
Type B	2.61	1.1950	Average
13. Numbers			
Type A	2.47*	1.1067	Low
Type B	2.17	.9235	Low
Over-All Weighted Mean*			
Type A	2.90	.9235	AVERAGE
Type B	2.29	.8858	LOW

Legend: 4.50 – 5.00 = Very High 3.50 – 4.49 = High 2.50 – 3.49 = Average

1.50 – 2.49 = Low 1.00 – 1.49 = Very Low

* Significant difference at $\alpha = .05$ (Critical Level)

Table 12 Level of Organizational Stress of Women Diplomats in terms of Interpersonal Relationship (N = 50)

Interpersonal Relationship	Mean	Standard Deviation	Verbal Interpretation
1. Communication Ability			
Type A	3.69*	1.2032	High
Type B	3.56	1.1490	High
2. Freedom			
Type A	3.72*	.6772	High
Type B	3.12	.6691	Average
3. Uniform Procedure			
Type A	3.22*	.6803	Average
Type B	3.17	1.0602	Average
4. Problem Solving			
Type A	3.89*	.7064	High
Type B	3.41	.8325	Average
5. Group Effort			
Type A	3.78*	.7620	High
Type B	3.52	.7321	High
6. Work Tolerance			
Type A	3.56*	.9498	High
Type B	3.30	.9835	Average
7. Work Pacing			
Type A	3.17*	.7121	Average
Type B	3.17	.7860	Average
8. Work Choice			
Type A	2.72*	.8776	Average
Type B	2.78	1.0180	Average
9. Conflict Resolution			
Type A	3.89*	.6221	High
Type B	2.91	.7584	Average
10. Freedom of Action			
Type A	2.33*	1.0606	Low
Type B	2.95	1.0845	Average
11. Authoritativeness			
Type A	2.78*	1.0140	Average

Type B	3.24	1.0630	Average
12. Increased Productivity			
Type A	3.56*	.7666	High
Type B	3.44	.6160	Average
13. Task Assignment			
Type A	4.00*	.6468	High
Type B	3.48	.4851	Average
14. Changes			
Type A	3.89*	.5536	High
Type B	3.29	.6764	Average
15. Work Schedule			
Type A	3.83*	.5527	High
Type B	3.20	.6183	Average
16. Explanation of Action			
Type A	1.72*	1.0810	Low
Type B	2.70	.6691	Average
17. Persuasiveness			
Type A	3.67*	.6927	High
Type B	3.13	.7670	Average
18. Planning			
Type A	4.06*	.4908	High
Type B	3.59	.5393	High
Over-All Weighted Mean*			
Type A	3.585	.7861	HIGH
Type B	3.407	.8057	AVERAGE

Legend: 4.50 – 5.00 = Very High 3.50 – 4.49 = High 2.50 – 3.49 = Average

1.50 – 2.49 = Low 1.00 – 1.49 = Very Low

* Significant difference at $\alpha = .05$ (Critical Level)

Appendix 2.1

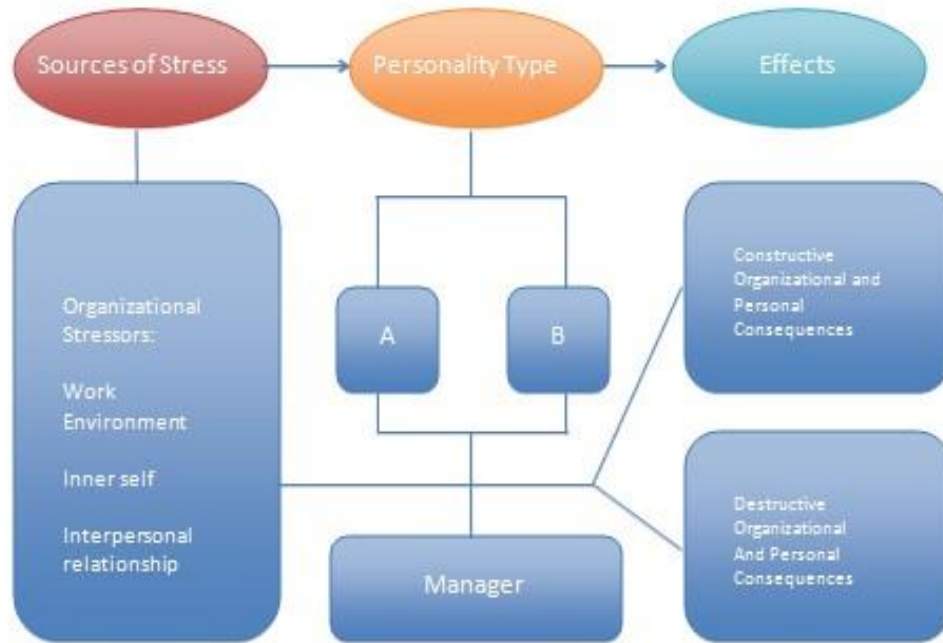


Figure A: Stress and Personality Model
 Source: Adapted from Organizational Behaviour, Human Behavioural Work by John Newstrom and Keith Davis

Figure 1 Stress and Personality Type

Source: Adapted from Organizational Behavior: Human Behavioral Work by Newstrom and Keith Davis (2002); Perez (2016)