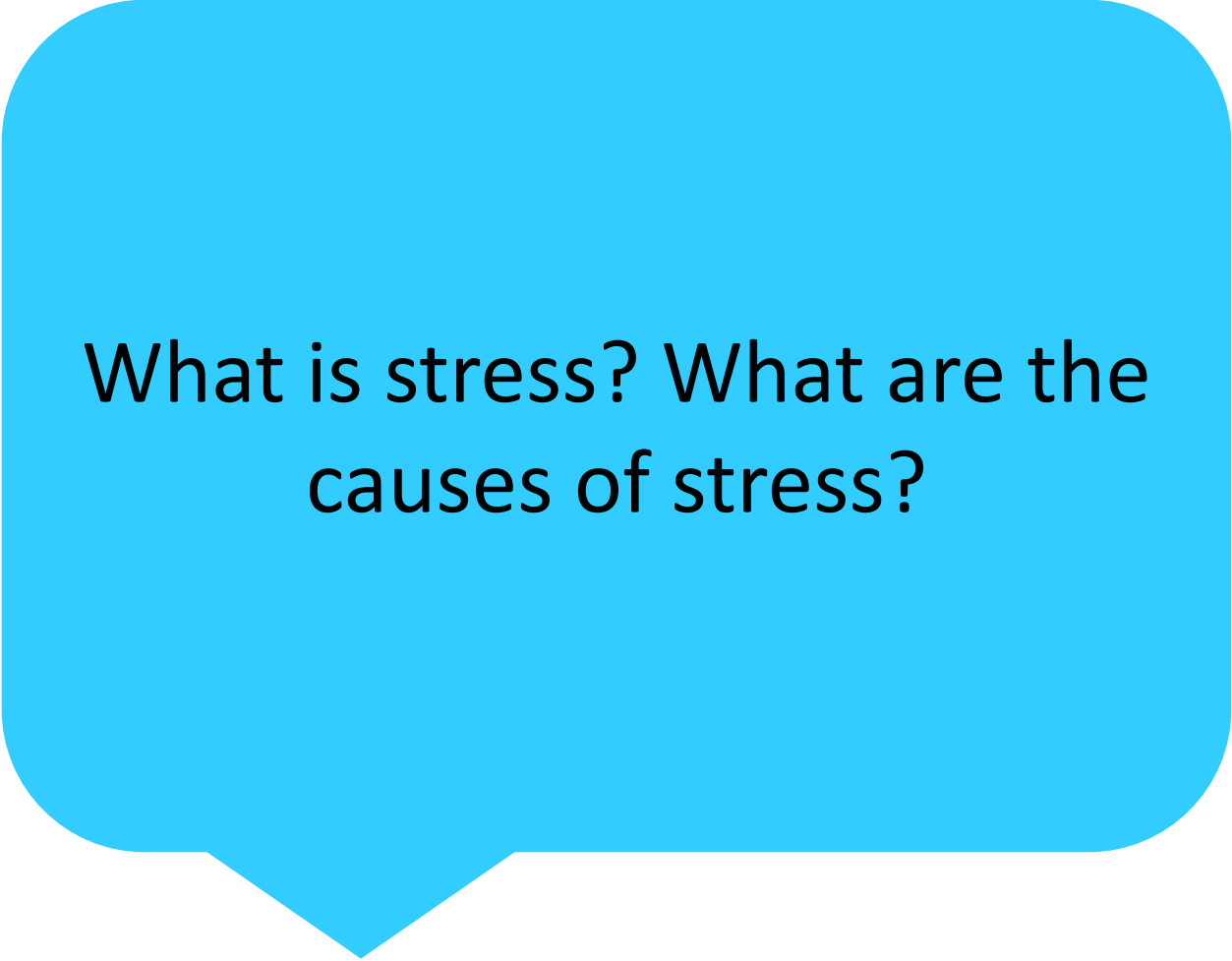


Stress and Well-Being



Agenda

- What is stress? What are the causes of stress?
- What are the consequences of stress?
- Why are some jobs more stressful than others?
- How do we differ in our responses to stress?
- How can we manage stress more effectively? What are primary, secondary, and tertiary prevention strategies?

A blue speech bubble with a white outline and a white tail pointing downwards. The text inside is black and centered.

What is stress? What are the
causes of stress?

What is stress?

- **Stress:** The body's response to situational demands
 - **Distress:** Results from chronically demanding situations that produce negative outcomes
 - **Eustress:** Results from challenges that motivate individuals to meet their goals



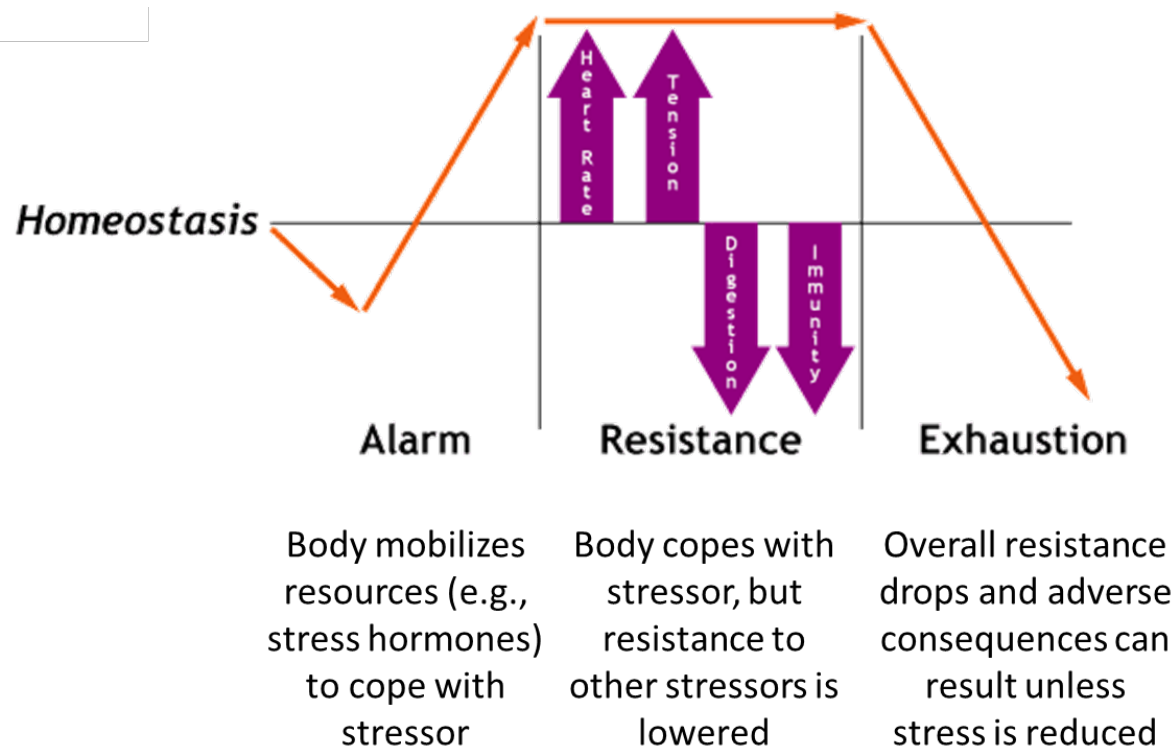
What is stress?

- Involves cognitive appraisals of the situation and resources, emotions, and physiological reactions
- Chronic stress more damaging

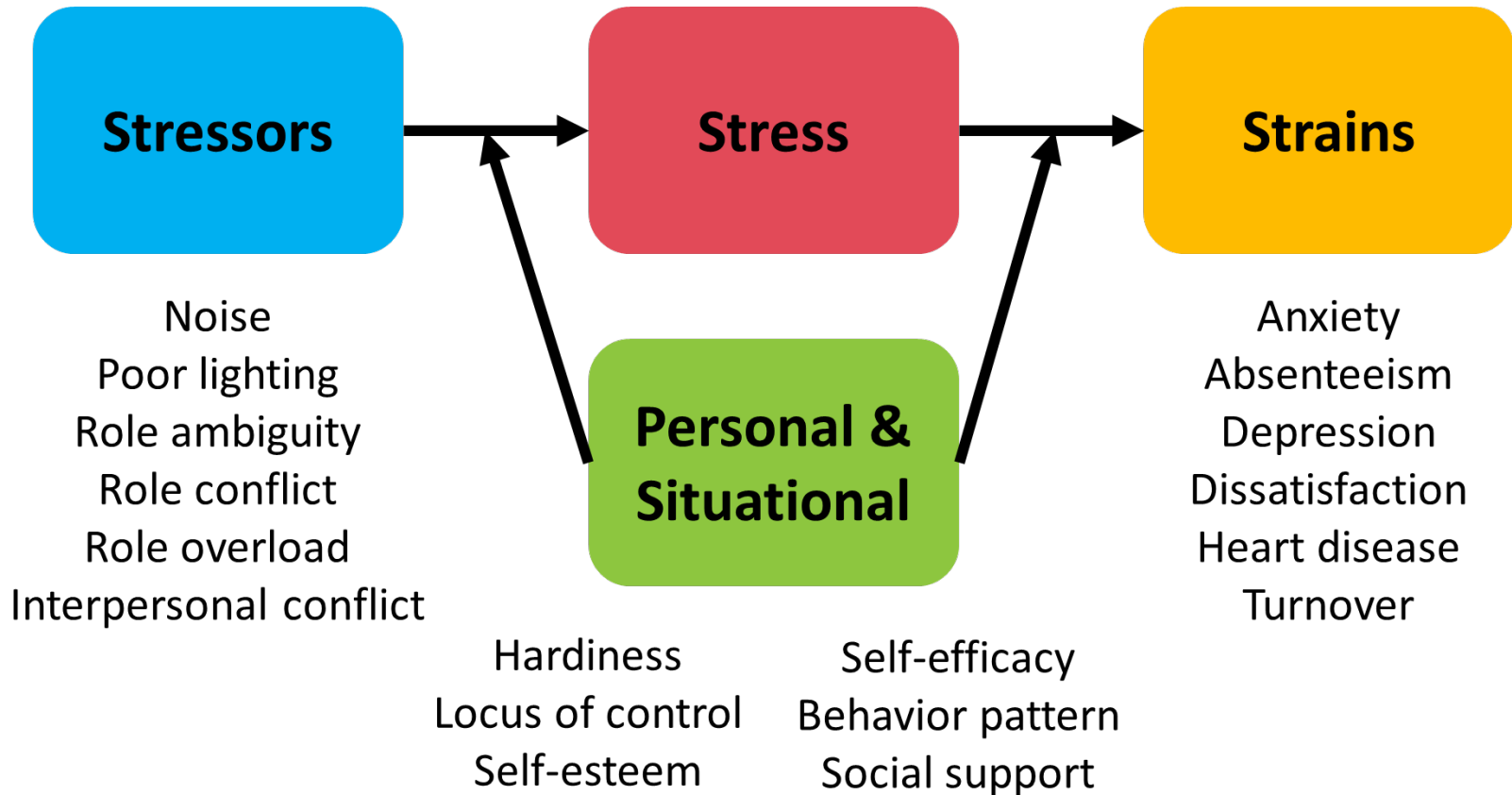


What is stress?

- **General Adaptation Syndrome:** The tendency to follow a sequence of reactions in response to stress



What are the causes of stress?



What are the causes of stress?

- **Stressors:** Physical or psychological demands to which an individual responds
- Multiple stressors can have cumulative effects

Heat, cold, noise

Role stressors

Workload

Work pace, time pressure

Work schedule (e.g., shift work)

Interpersonal demands and conflict

Situational constraints

Perceived control

Emotional labor

Traumatic job stressors (e.g., workplace violence)

What are the causes of stress?

- **Physical/task stressors**

- E.g., excessive heat, noise, and light
- Not limited to manufacturing jobs
- Not always noticeable
- Associated with negative health outcomes



What are the causes of stress?

- **Psychological stressors**

- Perceived lack of control/predictability
- Interpersonal conflict
- Role stressors
- Work/family conflict
- Emotional labor
- Shift work



What are the causes of stress?

- Perceived lack of autonomy
 - **Autonomy:** The extent to which employees can control how and when they perform job tasks
 - *Perceptions* determine response and are affected by job characteristics



What are the causes of stress?

- **Interpersonal conflict:** Negative interactions with co-workers, supervisors, or clients
 - Can range from unfriendly behavior to arguments
 - Caused by scarce resources, incompatible interests, and perceptions of injustice



What are the causes of stress?

- **Role stressors:** Collective term for stressors resulting from multiple roles
 - **Roles:** The expectations regarding one's job responsibilities and requirements

Role ambiguity:
Unclear
expectations

Role conflict:
Incompatible
demands

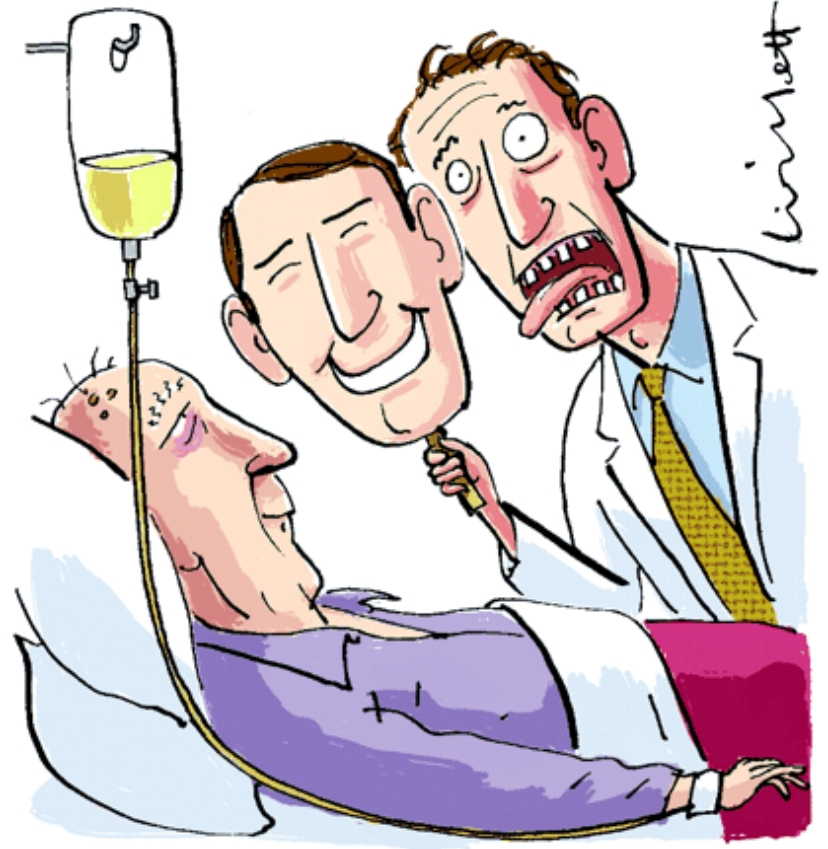
Role overload:
Too many
demands

What are the causes of stress?

- **Work-family conflict:** Occurs when workers experience conflict between their work roles and their personal roles
 - Gender differences
 - Women tend to have more roles and experience more stress but have better coping strategies
 - Flexible schedules and child care increasingly important
 - Only 20% of working parents receive employer-sponsored child care assistance

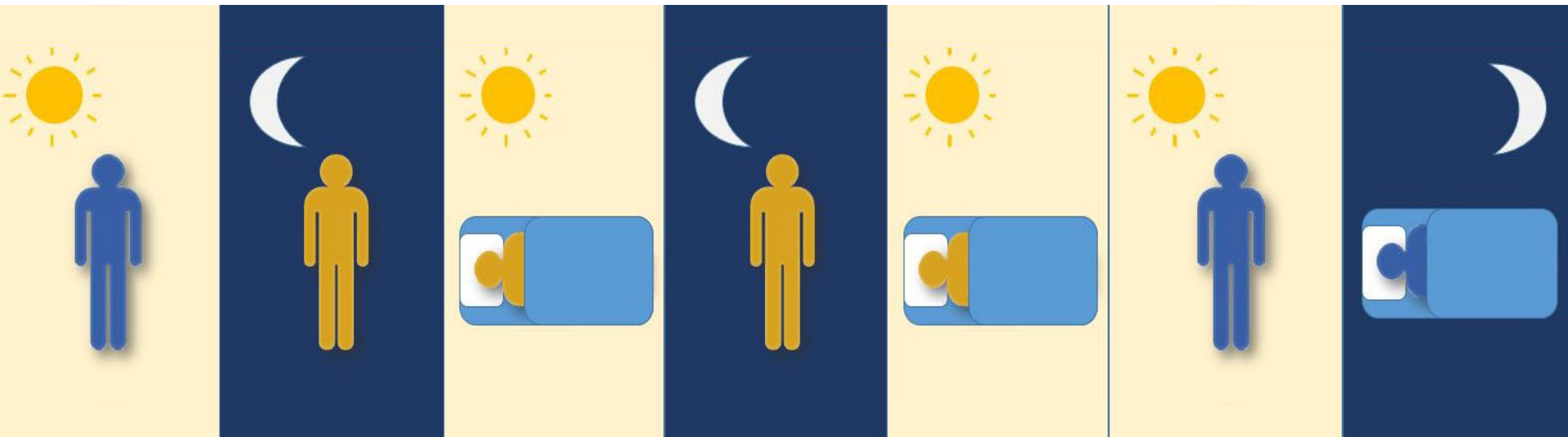
What are the causes of stress?

- **Emotional labor:** The regulation of one's emotions to meet job or organizational demands
 - Can be achieved through two strategies
 - **Surface acting:** Faking one's expressions or emotions
 - **Deep acting:** Managing one's feelings and expressing emotions required by the job



What are the causes of stress?

- **Shift work:** The scheduling of work into temporal shifts
 - **Fixed shift:** Permanently assigned
 - **Rotating shift:** Changes over a certain period of time
 - More associated with problems, including sleep disturbances



A blue speech bubble with rounded corners and a tail pointing downwards. The text inside is centered and reads: "What are the consequences of stress?".

What are the consequences
of stress?

What are the consequences of stress?

- **Strains:** Reactions or responses to stressors

Behavioral

Absenteeism
Drug abuse
Turnover
Poor performance
Accidents
Sabotage
Violence

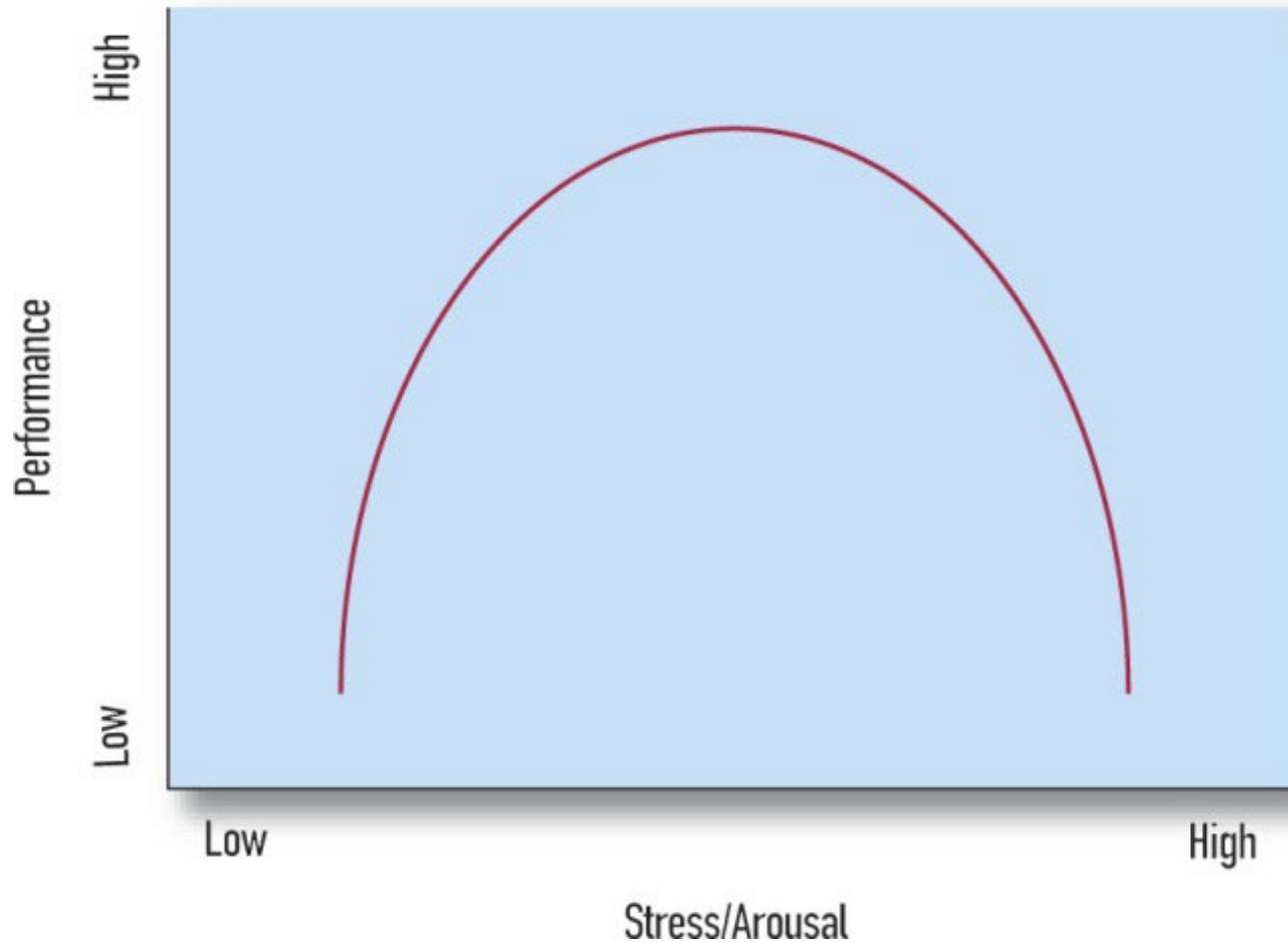
Psychological

Burnout
Depression
Anxiety
Family problems
Sleep problems
Job dissatisfaction

Physiological

Heart disease
Stroke
Digestive problems
Back pain
Arthritis
Headaches
High blood pressure

What are the consequences of stress?



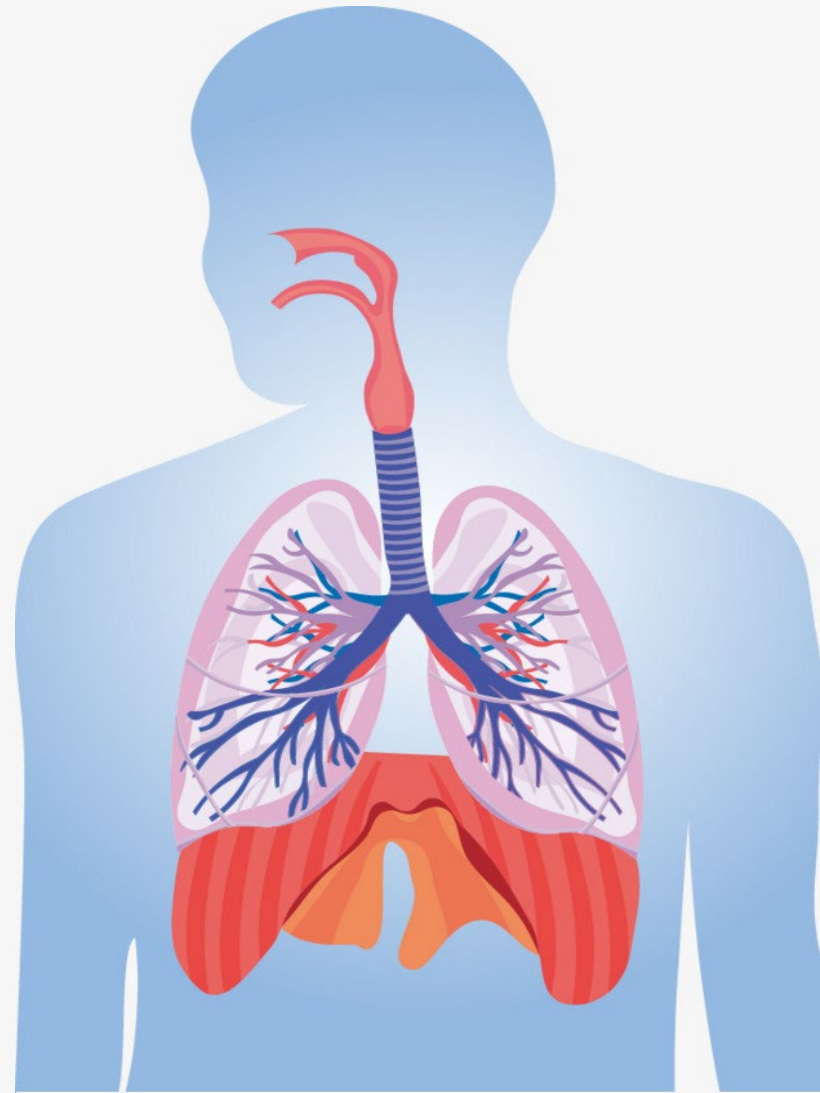
What are the consequences of stress?

- **Psychological burnout:** An extreme state of psychological strain resulting from prolonged response to chronic stressors
 - 3 components
 - Emotional exhaustion
 - Depersonalization
 - Low personal accomplishment



What are the consequences of stress?

- Physiological consequences
 - Cardiovascular
 - Gastrointestinal
 - Biochemical
- Overactivation of the sympathetic nervous system (SNS) produces stress hormones
 - Can lead to “wear and tear”



A blue speech bubble with a white question inside. The bubble has rounded corners and a small tail pointing downwards.

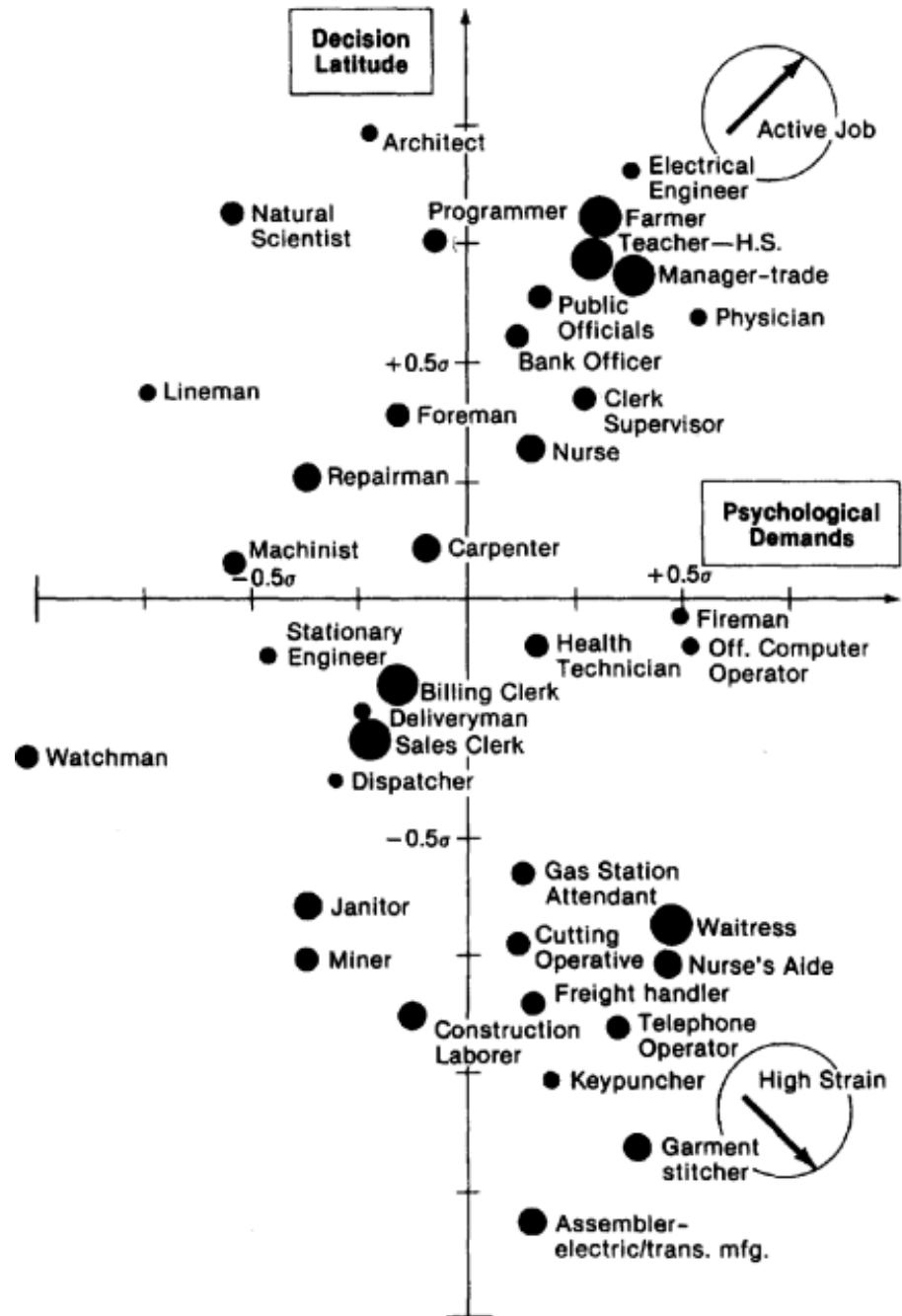
Why are some jobs more stressful than others?

Why does stress exist?

- **Demand-control model:** Suggests stress exists as a function of job demands and job control
 - **Job demands:** A job's physical, mental, and emotional requirements
 - **Job control (decision latitude):** The extent to which job incumbents have the authority to make decisions



Why does stress exist?



Why does stress exist?

- **Person-environment fit model:** Suggests stress is influenced by the compatibility between a person and the environment, job, and organization

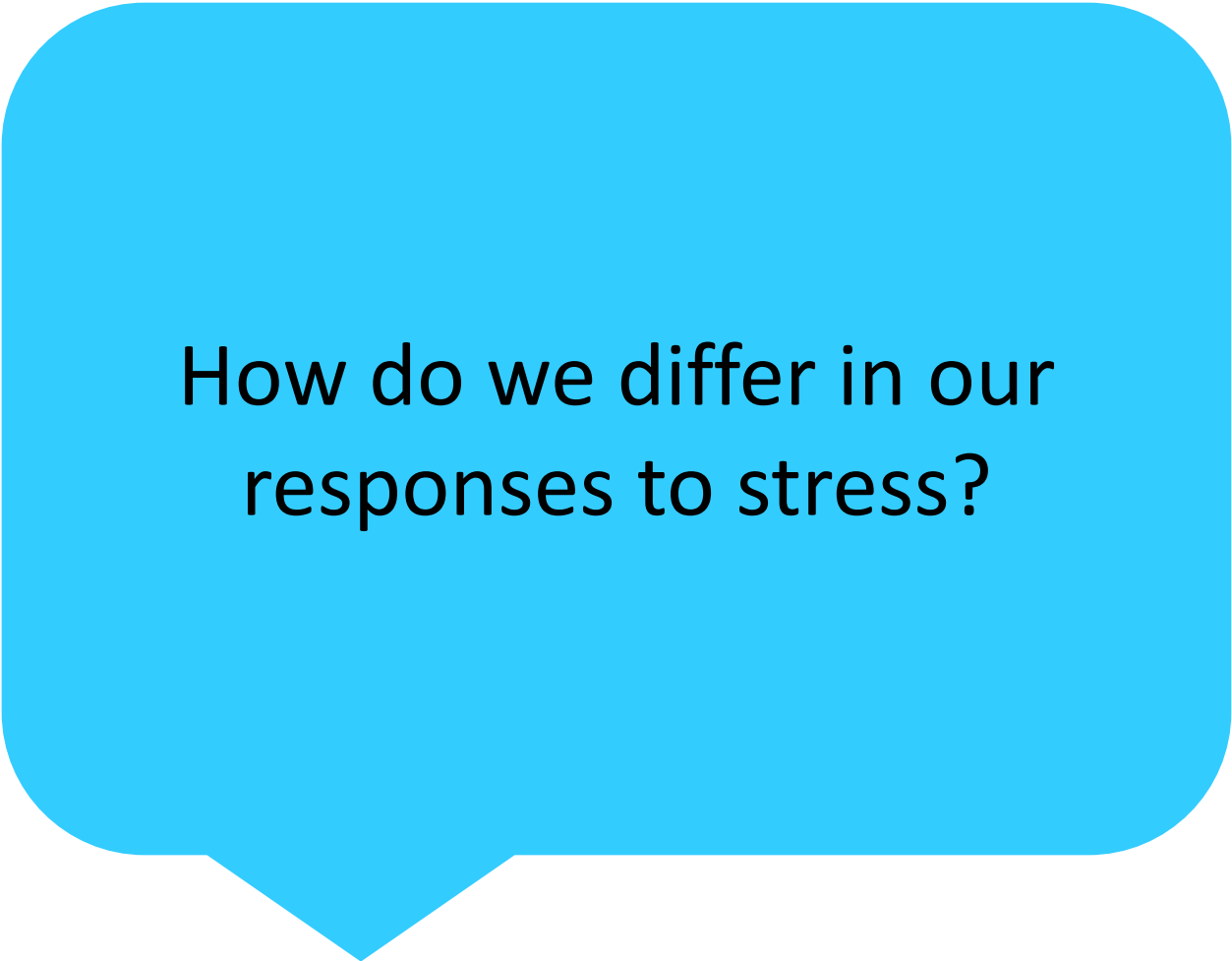
Person-environment fit:
The extent to which a person is compatible with the work environment

Person-job fit:
The extent to which a person's KSAOs fit the job's demands

Person-organization fit:
The extent to which a person's values fit the organization's values

Why does stress exist?

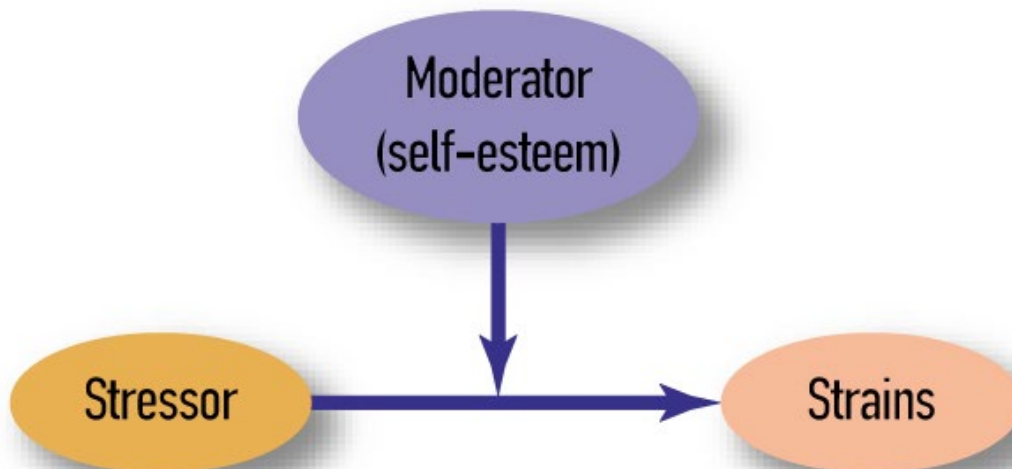
- Focuses on *perceptions* of job control relative to job demands
- Considers the impact of external factors (e.g., social support)
- Different types of fit impact work outcomes differently
- Manage fit with more effective recruitment and selection practices (e.g., realistic job preview)

A blue speech bubble with rounded corners and a tail pointing downwards. The text inside is centered and reads: "How do we differ in our responses to stress?"

How do we differ in our
responses to stress?

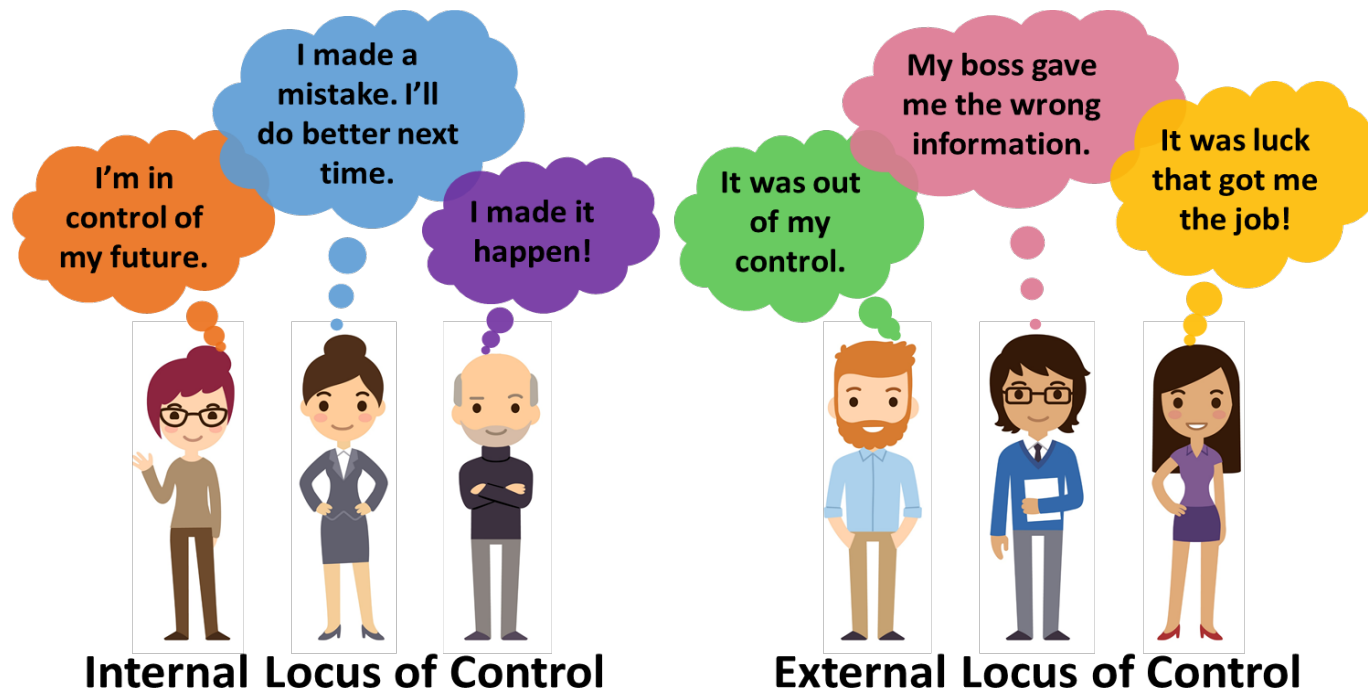
How do we differ in our responses to stress?

- **Moderators:** Variables (e.g., self-esteem) that impact the direction and strength of the relationship between two other variables (e.g., stressor and strains)



How do we differ in our responses to stress?

- **Locus of control:** Beliefs about whether we control what happens to us (internal) or the environment controls what happens to us (external)



How do we differ in our responses to stress?

- **Psychological hardiness:** A set of personality characteristics that provide resistance to stress
 - Perceptions of *control*
 - Sense of *commitment*
 - **Transformational coping:** Actively perceiving causes of stress as a *challenge* rather than an obstacle



How do we differ in our responses to stress?

- **Self-esteem:** A global evaluation of oneself
- **Self-efficacy:** An evaluation of one's ability to do something



How do we differ in our responses to stress?

- **Type B behavior pattern:** Described as relaxed, patient, calm, reflective, and easygoing



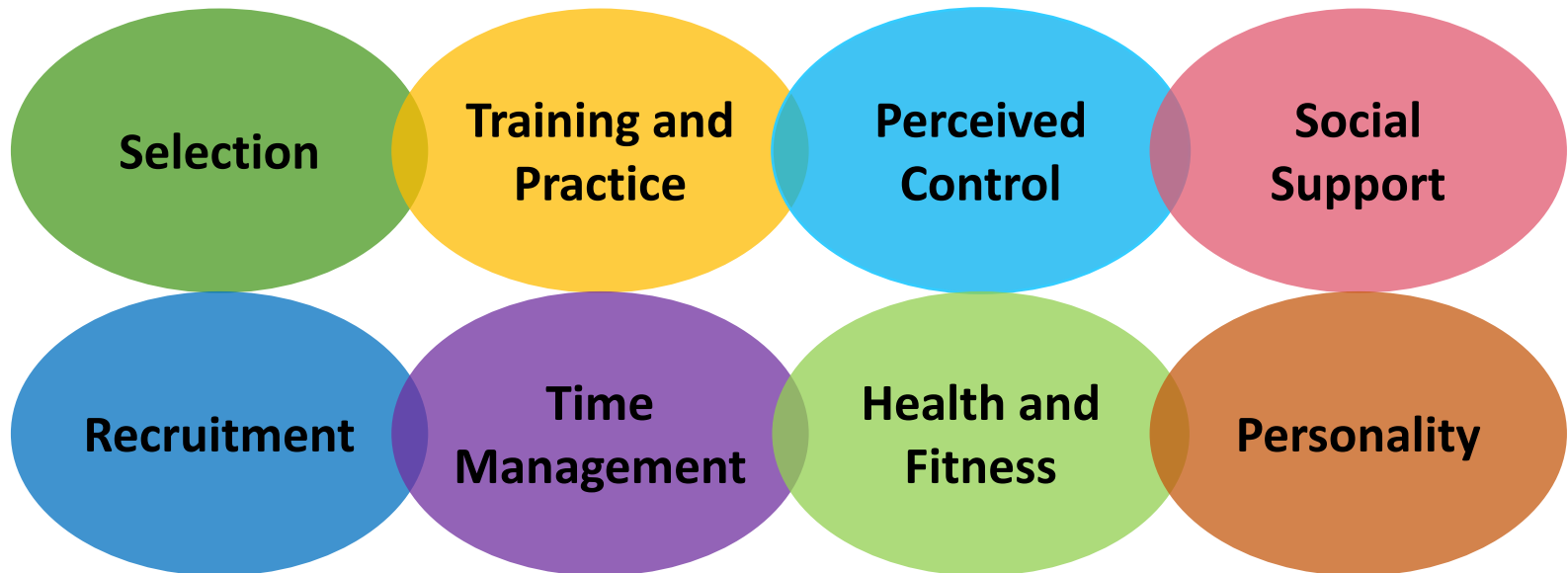
- **Type A behavior pattern:** Described as ambitious, competitive, impatient, and reluctant to rest



How can we manage stress more effectively? What are primary, secondary, and tertiary prevention strategies?

How can we manage stress more effectively?

- **Occupational health psychology:** The application of psychology to improving people's work lives and promoting safety, health, and well-being



What are primary prevention strategies?

- **Primary prevention strategies:** A proactive and preventative approach that seeks to reduce the number and/or intensity of stressors
- Examples
 - Job redesign
 - New technologies
 - Changes to the organizational structure
 - **Cognitive restructuring:** The process of changing one's perceptions of stress

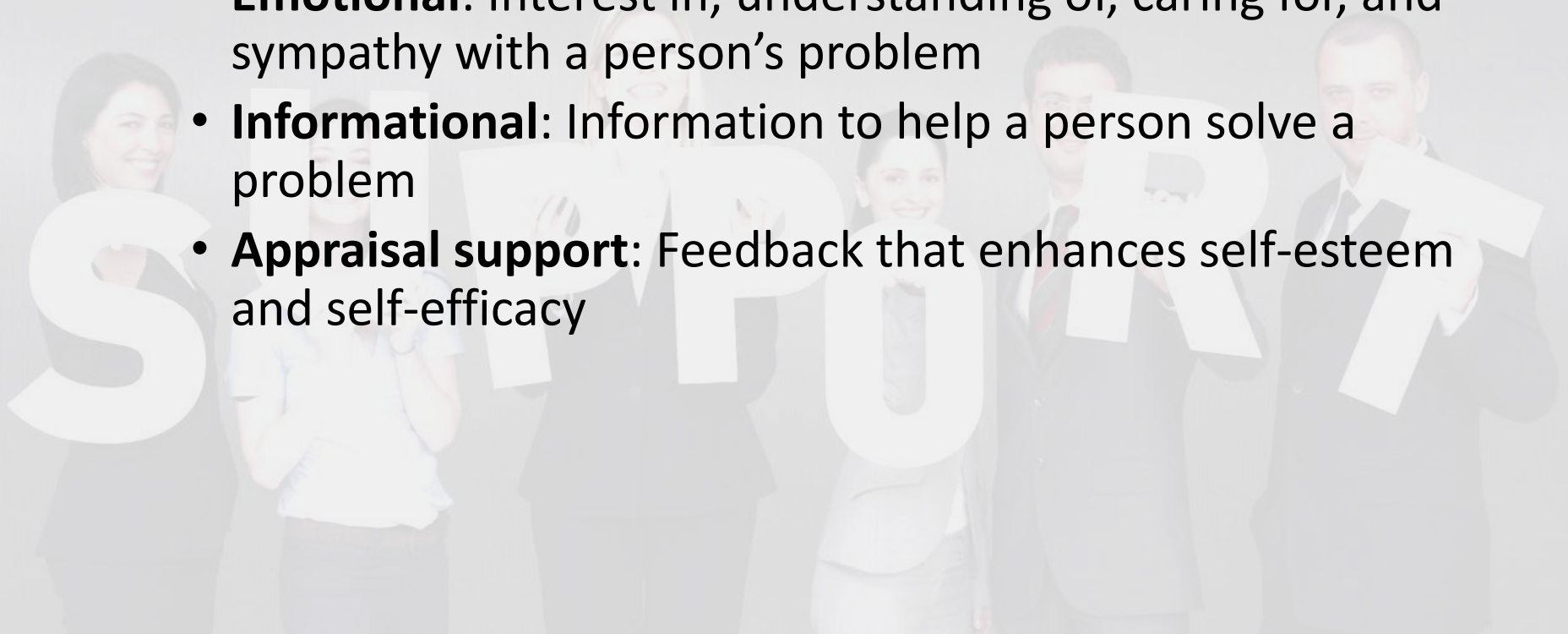
What are secondary prevention strategies?

- **Secondary prevention strategies:** Seeks to modify one's responses to stressors and job demands
- Can be preventative or reactive (“damage control”)
- Examples
 - Physical fitness, healthy eating, smoking cessation
 - Relaxation training and biofeedback
 - Negotiation and conflict resolution training



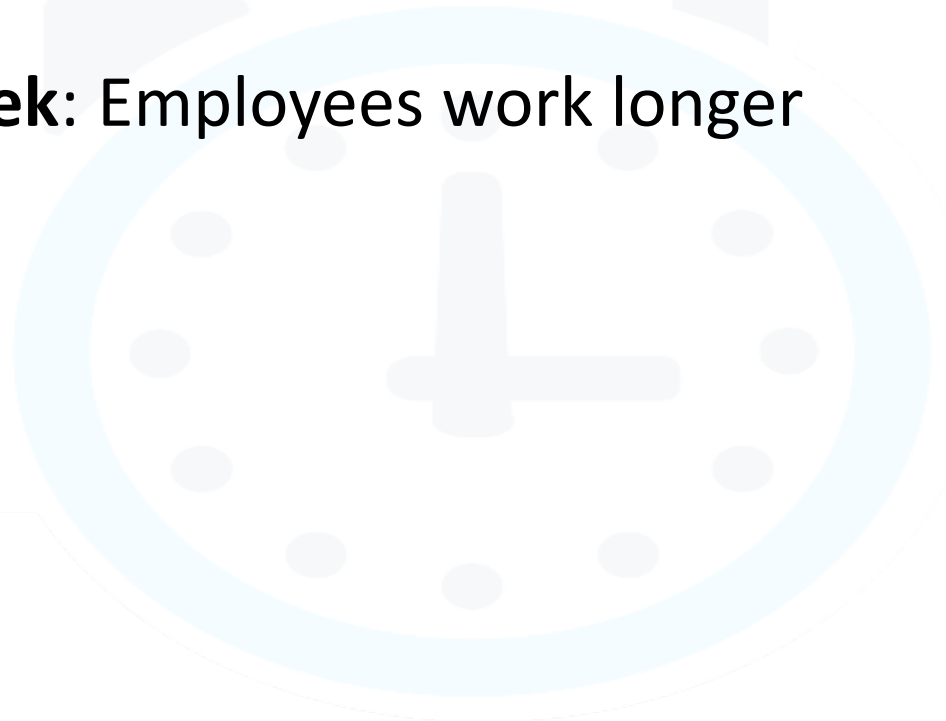
What are secondary prevention strategies?

- **Social support:** Comfort, assistance, or information received through contact with others
 - **Instrumental:** Direct help
 - **Emotional:** Interest in, understanding of, caring for, and sympathy with a person's problem
 - **Informational:** Information to help a person solve a problem
 - **Appraisal support:** Feedback that enhances self-esteem and self-efficacy



What are secondary prevention strategies?

- Flexible schedules can enhance perceptions of control and reduce operating costs
- **Flextime:** Employees choose the time they arrive and leave work
- **Compressed work week:** Employees work longer hours for fewer days



What are secondary prevention strategies?

- **Employee assistance programs (EAPs):** Employer-provided programs designed to help employees manage job stress and other life challenges
 - Must be supported by management and unrelated to job security and advancement
 - Can improve mental health, self-esteem, absenteeism, accidents, and health care costs

What are tertiary prevention strategies?

- **Tertiary prevention strategies:** A reactive and recuperative approach focused on healing from the negative consequences of stress (i.e., strains)
- Examples
 - Medical care, psychotherapy, and career counseling

