

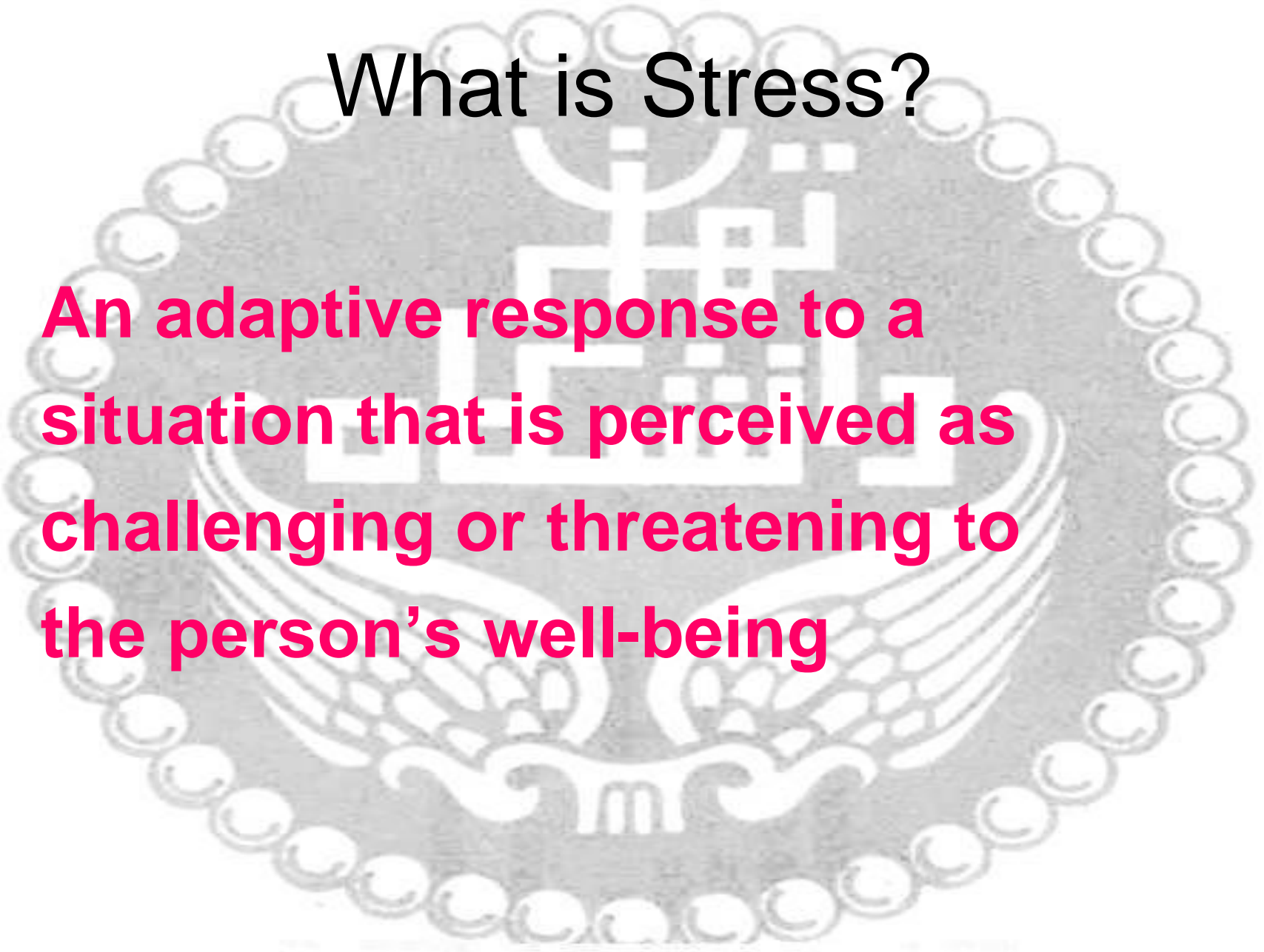


Organizational Behavior:

Stress Management

What is Stress?

An adaptive response to a situation that is perceived as challenging or threatening to the person's well-being



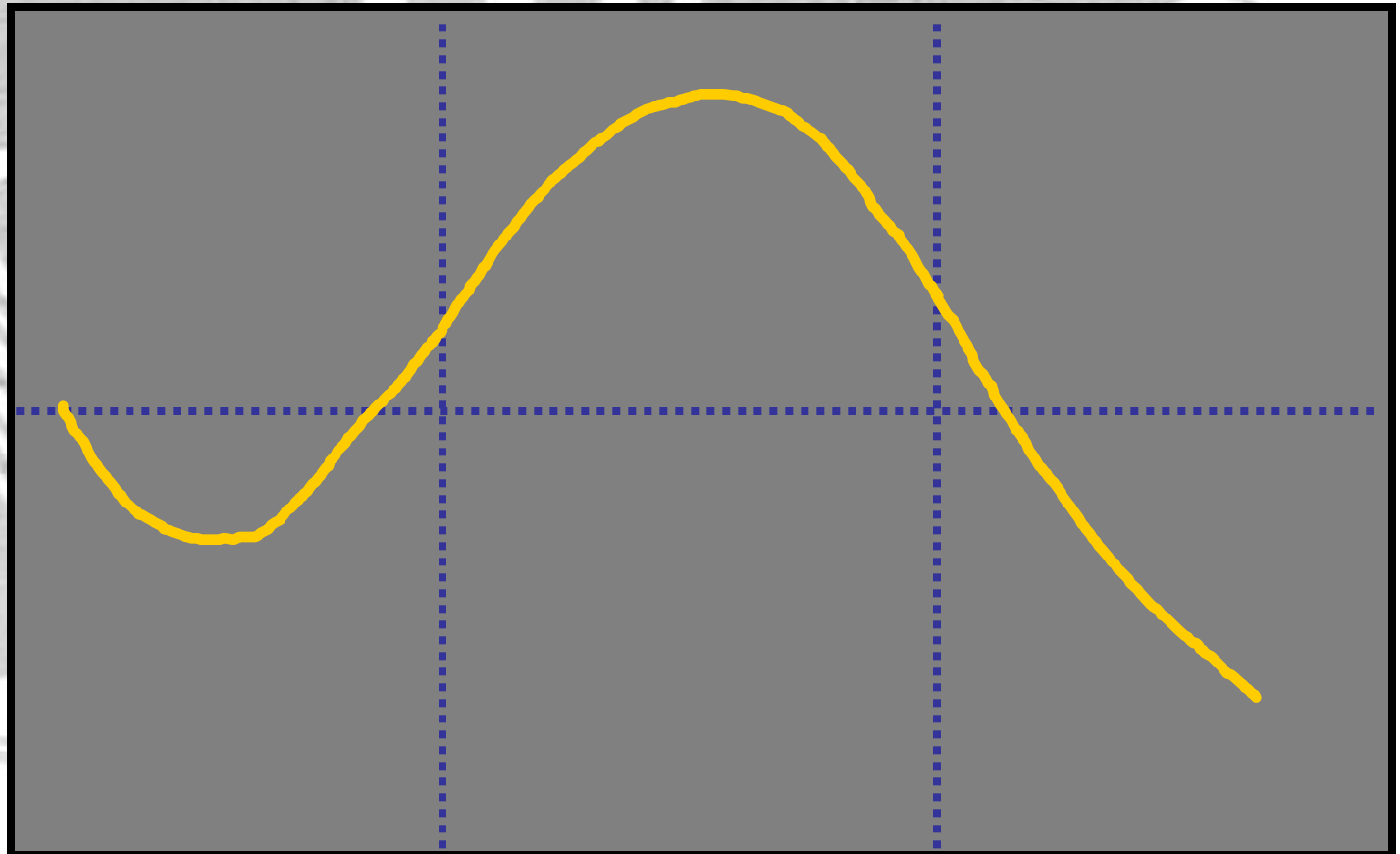
General Adaptation Syndrome

Stage 1
Alarm Reaction

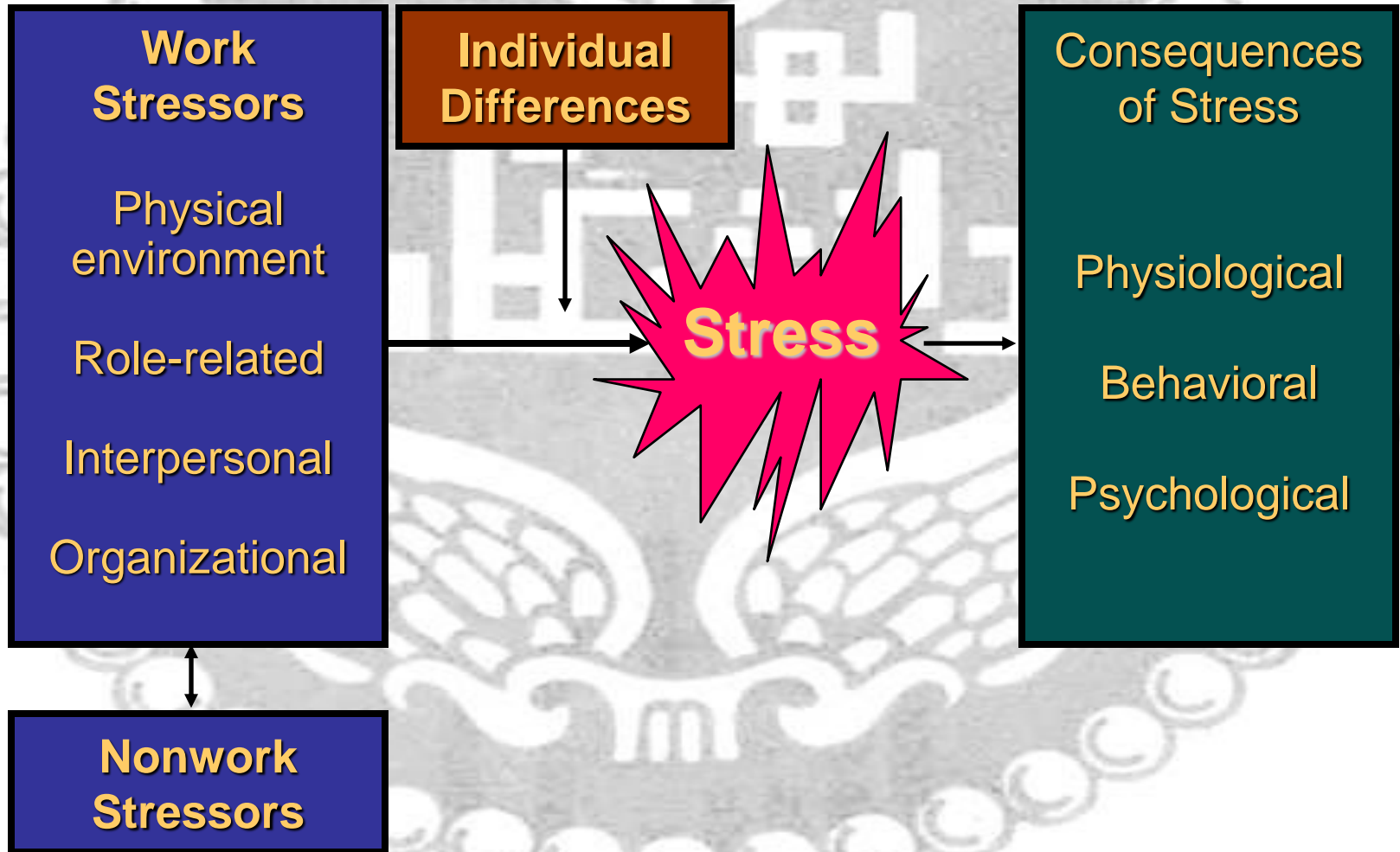
Stage 2
Resistance

Stage 3
Exhaustion

Normal
Level of
Resistance



Stressors and Stress Outcomes



Role-Related Stressors

- **Role conflict**
 - Interrole conflict
 - Intrarole conflict
 - Person-role conflict
- **Role ambiguity**
 - Uncertain duties, authority
- **Workload**
 - Too much/too little work
- **Task control**
 - Machine pacing
 - Monitoring equipment
 - No work schedule control

Interpersonal Stressor: Workplace Violence and Bullying

1- Workplace violence is a stressor to those who:

- Experience violence at work
- Observe violence at work
- Work in jobs with higher risk of violence

2- Workplace Bullying: Offensive, intimidating, or humiliating behavior that degrades, ridicules, or insults another person at work.

- Workplace bullies tend to be people with higher authority
- Workplace bullying is reduced through:
 - Careful hiring
 - 360-degree feedback
 - Conflict resolution system

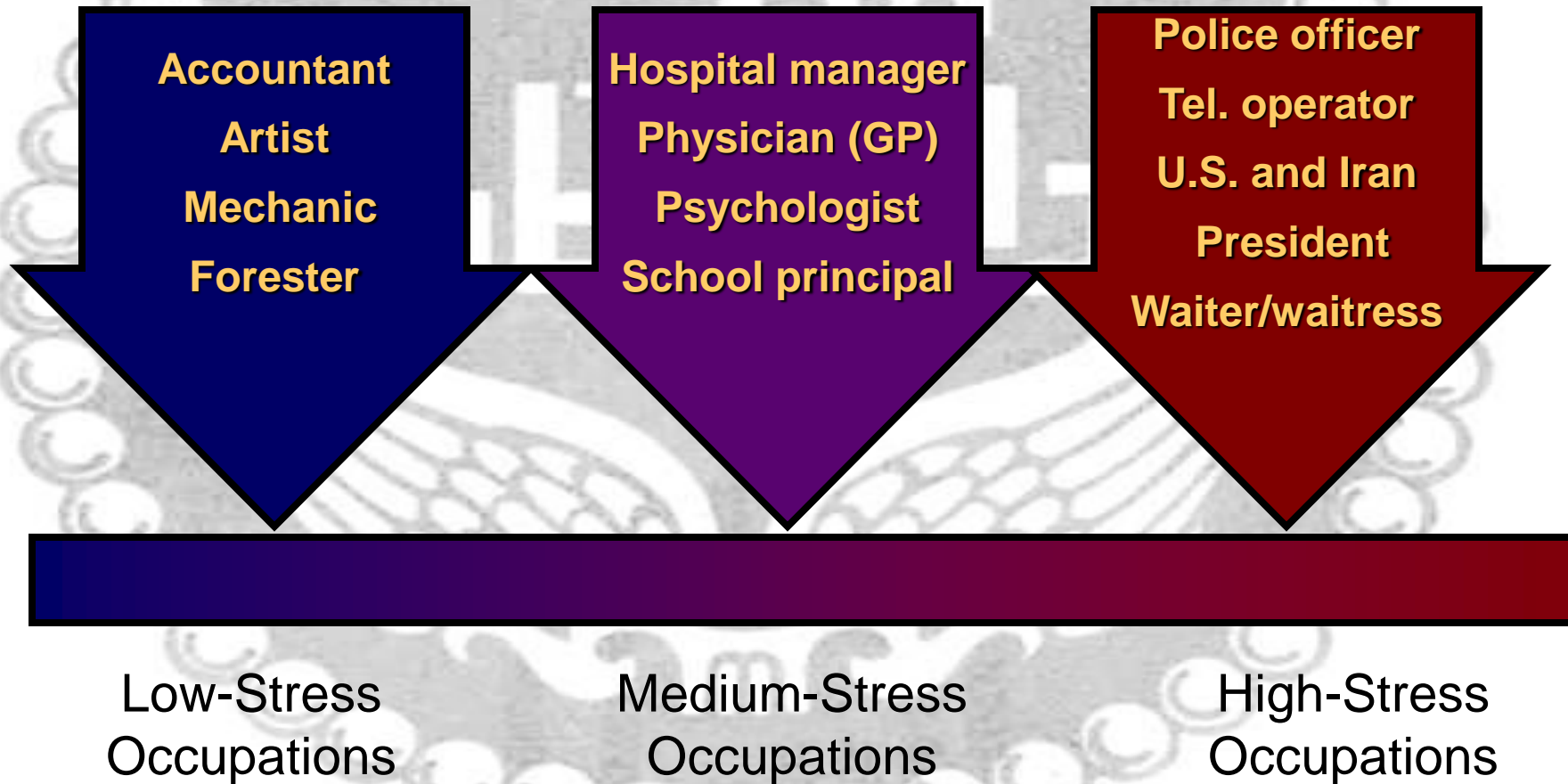
3- Sexual Harassment : Unwelcome conduct -- detrimental effect on work environment or job performance

- Quid pro quo
 - employment or job performance is conditional on unwanted sexual relations
- Hostile work environment
 - an intimidating, hostile, or offensive working environment

Work-Nonwork Stressors

- Time-based conflict
 - due to work schedule, commuting, travel
 - women still do “second shift” (most housework)
- Strain-based conflict
 - work stress affects home, and vice versa
- Role behavior conflict
 - incompatible work and nonwork roles

Stress and Occupations



Individual Differences in Stress

- Perceive the situation differently
 - Self-efficacy
 - Locus of control
 - Scarlet personality
 - Learned helplessness
- Different threshold levels of resistance to stressor
 - Store of energy
- Use different stress coping strategies

Type A / Type B Behavior Pattern

Type A Behavior Pattern

- Talks rapidly
- Is devoted to work
- Is highly competitive
- Struggles to perform several tasks
- Has a strong sense of time urgency
- Is impatient with idleness
- Loses temper easily
- Interrupts others

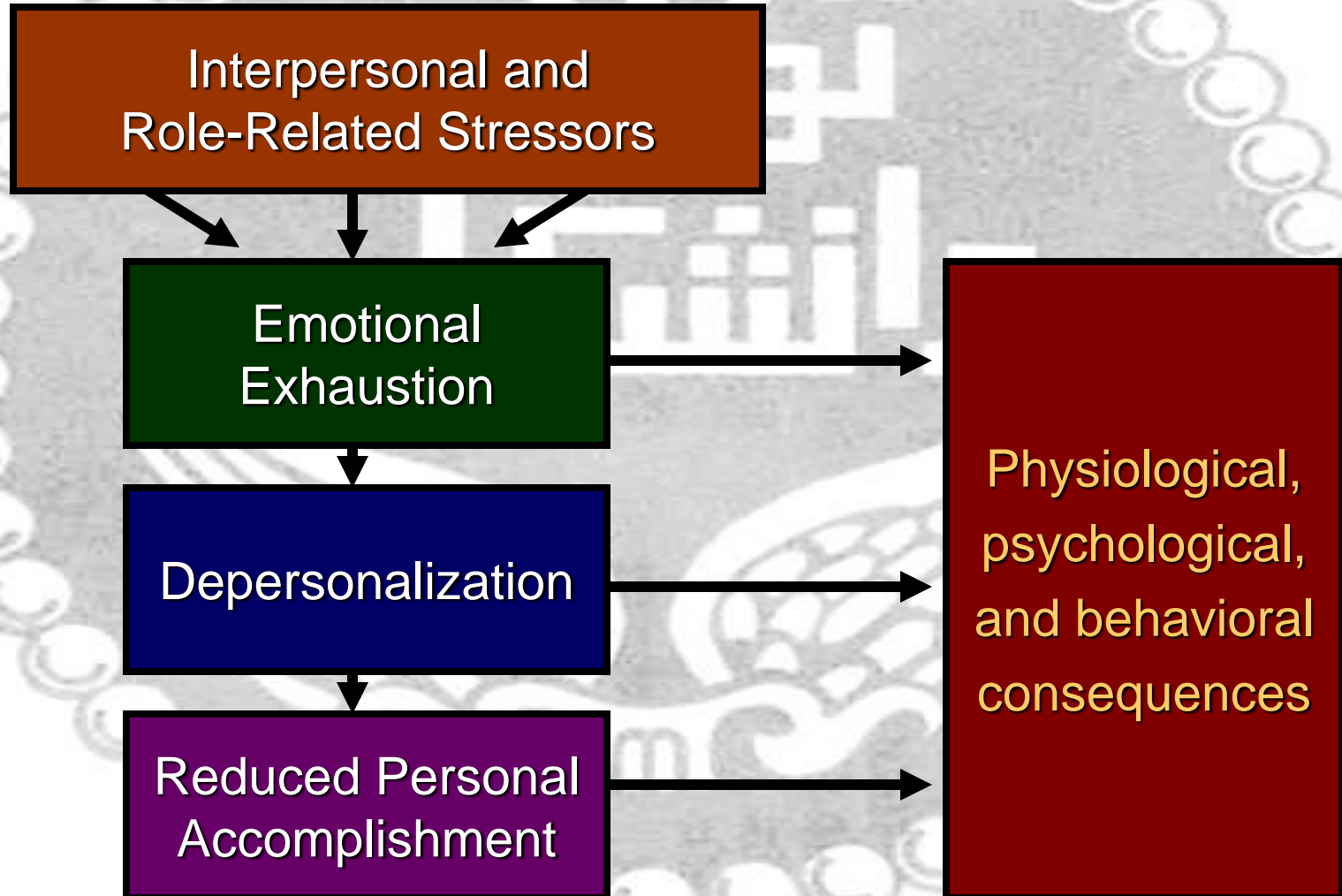
Type B Behavior Pattern

- Handles details patiently
- Is less competitive with others
- Contemplates issues carefully
- Has a low concern about time limitations
- Doesn't feel guilty about relaxing
- Has a relaxed approach to life
- Works at a steady pace

Consequences of Distress

- Physiological consequences
 - cardiovascular diseases
 - ulcers, sexual dysfunction, headaches, cancer
- Behavioral consequences
 - work performance, accidents, decisions
 - absenteeism -- due to sickness and flight
 - workplace aggression
- Psychological Consequences
 - moodiness, depression, emotional fatigue

Job Burnout Process



Family-Friendly and Work-Life Initiatives

- Flexible work time
- Job sharing
- Telecommuting
- Personal leave
- Childcare facilities



Other Stress Management Practices

- **Withdrawing from the stressor**
 - Permanent -- transfer to better fit job
 - Temporary -- work breaks, vacations
- **Changing stress perceptions**
 - Self-efficacy, self-leadership
- **Controlling stress consequences**
 - Fitness and lifestyle programs
 - Relaxation and meditation
 - Employee counseling
- **Social support**
 - Emotional and informational