



JOB STRESS



DR. NEAL

DR NEAL KINGS' INSTITUTE

Discussion Topics

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Discussion Topics

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MODELS OF ORGANIZATIONAL STRESS

Models of Organizational Stress

- **Organizational stress** deals with structure of organization; job stress deals with specific roles and demands of a job
- **Work stress** is generic and applies to all manner of work-related contexts

Organizational Role Stress

- Kahn, et al. (1964):
 - **Role conflict:** two or more incompatible role demands
 - **Role ambiguity:** duties, responsibilities, and performance expectations of the job are not clearly defined
 - **Role overload:** workload is too great and there are insufficient resources to complete tasks

Person-Environmental Fit Model

- Stress occurs when there is a poor fit between the worker and the work environment
- A worker perceives that his or her:
 - Abilities do not match demands of organization
 - **Needs are not met by the organization**

Job Demands-Control (Job Strain) Model

- Strain occurs when a worker experiences high psychological job demands and has little control
- **Low decision latitude:** having insufficient control or authority over one's job to autonomously complete job tasks
 - In this model, the less autonomy and control one has over job stressors, the more strain one experiences

Job Demands-Control (Job Strain) Model

Karasek's Job Demands-Control Model.

High demands coupled with low control leads to high job strain.

	Low Job Demands	High Job Demands
Low Control	Passive Job	High-Strain Job
High Control	Low-Strain Job	Active Job

Effort-Reward Imbalance (ERI) Model

- High-cost low-gain work efforts are stressful
- Imbalance in reciprocity causes one to experience distress
- Threatens one's sense of mastery and self-efficacy

Organizational Injustice Model

- Assumes that stress occurs when the organization's interpersonal transactions, procedures, or outcomes are perceived as unfair
- Seen not only as unfair, but as sources of stress

STRESS AND OCCUPATIONS

Stress and Occupations

- **Police and firefighters:**

- Deal with work of an erratic nature; sometimes boring and sometimes physically dangerous
- Higher rates of divorce and alcoholism than the general public; may reflect job stress

- **People-oriented workers (teachers, etc.):**

- Generally experience high stress and a greater likelihood of burnout
- Nurses generally report high levels of stress
- Physicians report high levels of emotional stress
- Physicians have higher rates of divorce, suicide, and abuse of prescription drugs than general population

Stress and Occupations (cont'd.)

- **Office workers:**

- CHD rates twice as high in women clerical worker than homemakers
- Clerical work has high work overload and perceived lack of control
- Managers with difficulty coping with stressors more likely to report high levels of anxiety, depression, and alcohol consumption

WORK STRESS AND HEALTH

Work Stress and Health

- Most cited and tested model is the job demands-control model
- Meta-analysis found that work stress contributes an extra 50% excess CHD risk
- Another found that work stress accelerates coronary artery disease progression in women
- Models of work stress help us understand their role in development of heart disease and MI, but not the definitive answer

SHIFT WORK AND OTHER WORK SCHEDULES

Shift Work and Other Work Schedules

- **Working at night** disturbs the **Circadian rhythm**: the 24-hour biological cycle linked to the light-dark cycle that regulates internal physiological processes
 - Creates disturbances in sleep and wake cycles
- **Shift work**: work outside of 7 am – 6 pm frame; 20-25% of workers do shifts

Shift Work and Other Work Schedules

Adverse effects are:

- Chronic fatigue
- Sleep loss
- Family and social life disruptions, etc.
- GI system complaints common
- Due to both low-quality food available at night and sleep deficits and disruptions
- Associated with 40% higher chance of cardiovascular disease
- Working long hours and lack of sleep associated with increased risk of an MI
- Night workers may also be at increased risk of developing certain forms of cancer

WHAT IS BURNOUT?

What Is Burnout?

- Emotional depletion that affects your motivation and ability to satisfactorily complete work. A long-term process mediated by our emotional reactions to stress

What Is Burnout? (cont'd.)

- Maslach Burnout Inventory (MBI) originally focused on people-oriented occupations:
 - **Emotional exhaustion:** person feels depleted of emotional resources
 - **Cynicism:** negativity and a loss of idealism
 - **Reduced efficacy:** feelings of diminished self-efficacy, personal competency, and productivity
- Some elements similar to that of depression, but different because only associated with work environments
- Advanced burnout does not necessarily lead to depression, could just be cynicism with one's job and client interactions

BURNOUT AND HEALTH

Burnout and Health

- Shirom-Melamed Burnout Measure (SMBM):
 - **Vital exhaustion:** a low energy state, sleep disturbances, extreme fatigue, irritability
 - Increased risk of CHD, depression, and fatal MI
 - **Burnout:** measures of emotional exhaustion, physical fatigue, etc.
 - Related to alcohol abuse, some cancers, Type II diabetes, and musculoskeletal pain

BURNOUT
PREVENTION
AND
TREATMENT

Burnout Prevention and Treatment

- Organizational strategies for reducing burnout:
 - Hiring additional employees to reduce work overload
 - Instituting job orientations and preview programs to prevent burnout in new employees
 - Give employees realistic and timely job performance feedback
 - Worker social support groups
 - Use cognitive restructuring intervention programs

Burnout Prevention and Treatment (cont'd.)

- **Self-care:** each individual takes responsibility for using strategies to minimize burnout
 - Examples: using humor, quality time with friends and family, engaging in wellness behaviors, taking vacations, etc.
 - Staying current on occupational strategies is also promoted

WORKPLACE
HARASSMENT
AND
DISCRIMINATION

Workplace Harassment and Discrimination

- **Workplace harassment:** hostile behaviors directed towards workers because of person's race, sex, religion, etc.
- **Workplace discrimination:** workers receiving adverse employment opportunities due to their race, sex, sexual orientation, etc.

Workplace Harassment and Discrimination (cont'd.)

- **Sexual harassment:**
 - Insulting behaviors targeting gender
 - Unwanted attention of a sexual nature not tied to job outcomes
 - Sexual coercion: pressure for sexual involvement tied to job outcomes
 - Women who are single, young, and uneducated most likely to be harassed
 - Stress from sexual harassment associated with job turnover, use of sick leave, and low productivity
 - Effects are alcohol abuse, headaches, GI disturbances, etc.
- **Racial discrimination:** associated with physical symptoms

TIME MANAGEMENT

Time Management

- Using our time efficiently to accomplish our goals
- Types of time wasters:
 - Lack of goals
 - Too many goals
 - Procrastination
 - Perfectionism
 - Work interruptions

TIME MANAGEMENT STRATEGIES

Time Management Strategies

- Popular time management strategies:
 - Keep a daily time log
 - Establish goals and prioritize
 - Follow the Pareto principle: spend most time on the most important goals
 - Prune and weed
 - Set boundaries to manage your physical workspace and technostress
 - Delegate when feasible and appropriate
 - Schedule relaxation time

JOB-RELATED WELL-BEING

Job-Related Well-Being

- Addition of positive thoughts and feelings is required for job satisfaction
- **Self-determination theory:** when we are intrinsically motivated to move toward realistic goals we choose, we have a greater chance of experiencing well-being
 - A job is more likely to foster well-being if there is flow, we develop meaningful relationships with community and employees, and we move forward with goals

Job-Related Well-Being

- Elements of job environment that determine well-being:
 - Opportunity for personal control
 - Opportunity for skill use
 - Externally generated goals
 - Variety
 - Environmental clarity
 - Availability of money
 - Physical security
 - Supportive supervision
 - Opportunity for interpersonal contact
 - Valued social position

WORK STRESS
ORGANIZATIONAL
INTERACTIONS

Work Stress Organizational Interactions

- **Primary prevention strategies:** minimize the source of stress and promote a supportive organizational culture
- **Secondary prevention:** teaching stress management skills
- **Tertiary prevention:** employee assistance due to mental or physical health conditions related to stress
 - Employee Assistance Program (EAP) is an example

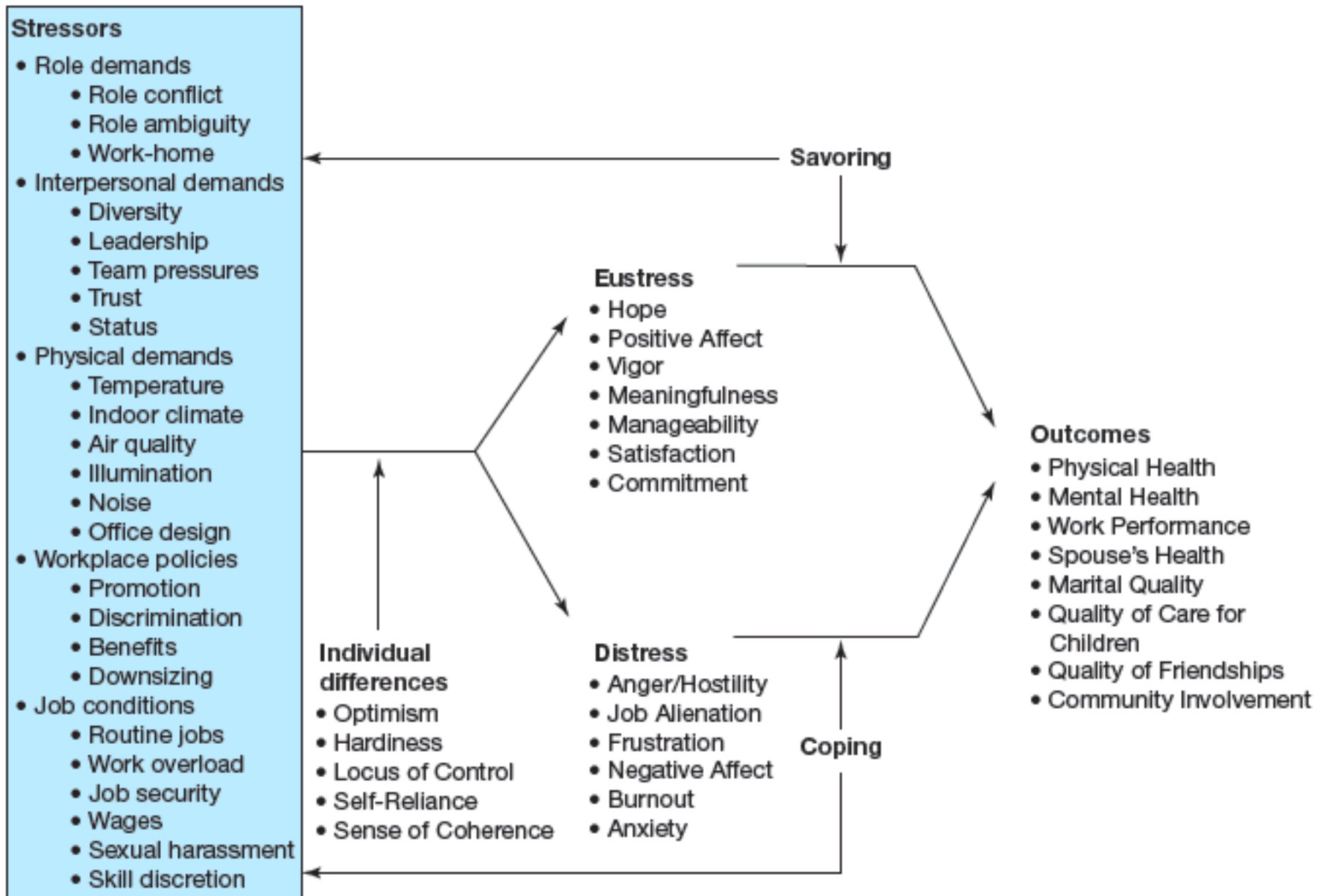
Workplace stress management interventions.

Primary Interventions
<p><i>Scope:</i> Preventative—Reduce the number and/or intensity of stressors</p> <p><i>Target:</i> Alter work environments, technologies, or organizational structures</p> <p><i>Underlying assumption:</i> Most effective approach to stress management is to remove stressors</p> <p><i>Examples:</i> Job redesign; role restructuring; organizational restructuring</p>
Secondary Interventions
<p><i>Scope:</i> Preventative/reactive—Modify individuals' responses to stressors</p> <p><i>Target:</i> Individual</p> <p><i>Underlying assumption:</i> May not be able to remove/reduce stressors, so best to focus on individuals' reactions to these stressors</p> <p><i>Examples:</i> Stress management training; communication and information sharing; “wellness” programs</p>
Tertiary Interventions
<p><i>Scope:</i> Treatment—Minimize the damaging consequences of stressors by helping individuals cope more effectively with these consequences</p> <p><i>Target:</i> Individual</p> <p><i>Underlying assumption:</i> Focus is on “treatment” of problems once they have occurred</p> <p><i>Examples:</i> Employee assistance programs; counseling</p>

A POSITIVE PSYCHOLOGY APPROACH

A Positive Psychology Approach

- If employees learn to savor eustress experiences and learn how to cope with distress, they will be more likely to be able to manage their work stress



Nelson & Simmons (2011) Holistic Model of Stress.

Summary

- Job demands-control model states that stress results from a worker experiencing high psychological job demands and low control
- Certain occupations and jobs are stressful
- Shift work can result in GI problems and some types of cancer
- Burnout is the gradual depletion of personal energy

Summary (cont'd.)

- Workplace harassment and discrimination lead to stress
- Work environment that supports well-being should allow for autonomy, work variety, and more
- Time management strategies can reduce stress and burnout
- Organizational work stress interventions include primary, secondary, or tertiary prevention strategies

