

# Organizational Behavior

(PSYC-6223)

**Lecture-13-14**

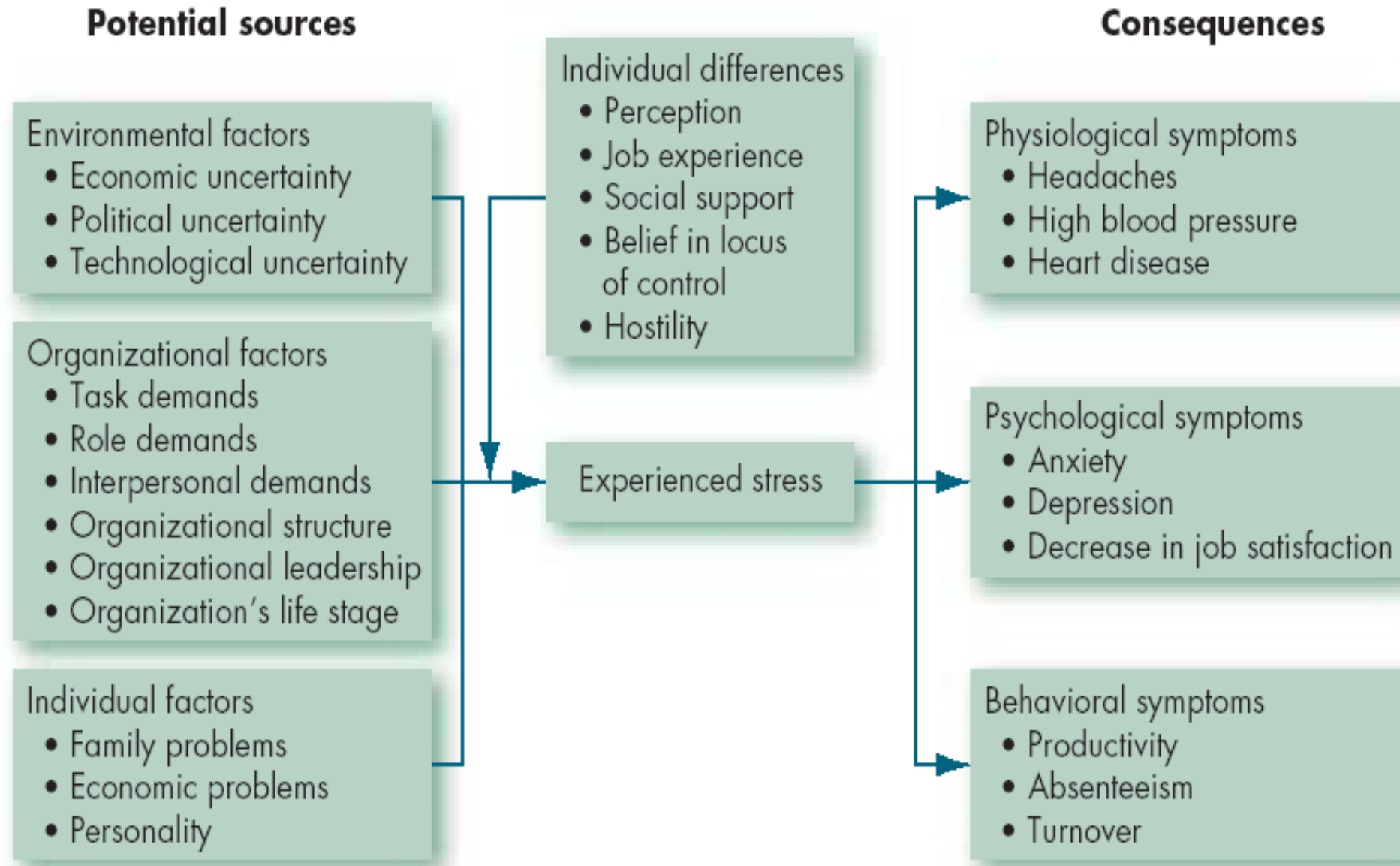
# What is Stress?



# Three key factors determine the likelihood of stress

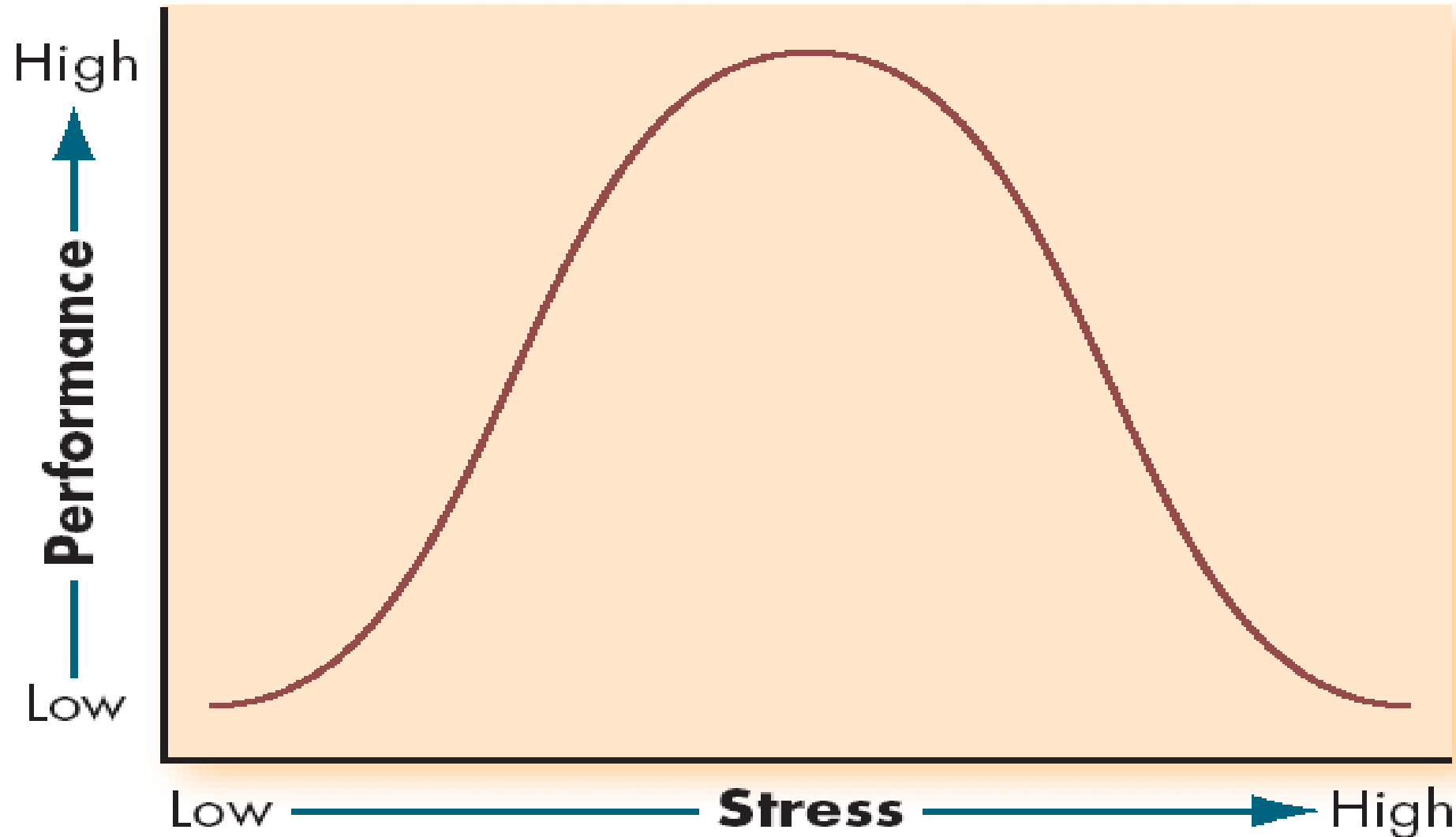
- **Importance:** How significant the event is to the person?
- **Uncertainty:** Degree of clarity over what will happen?
- **Duration:** Length of time the demands remain in place

# A Model of Stress

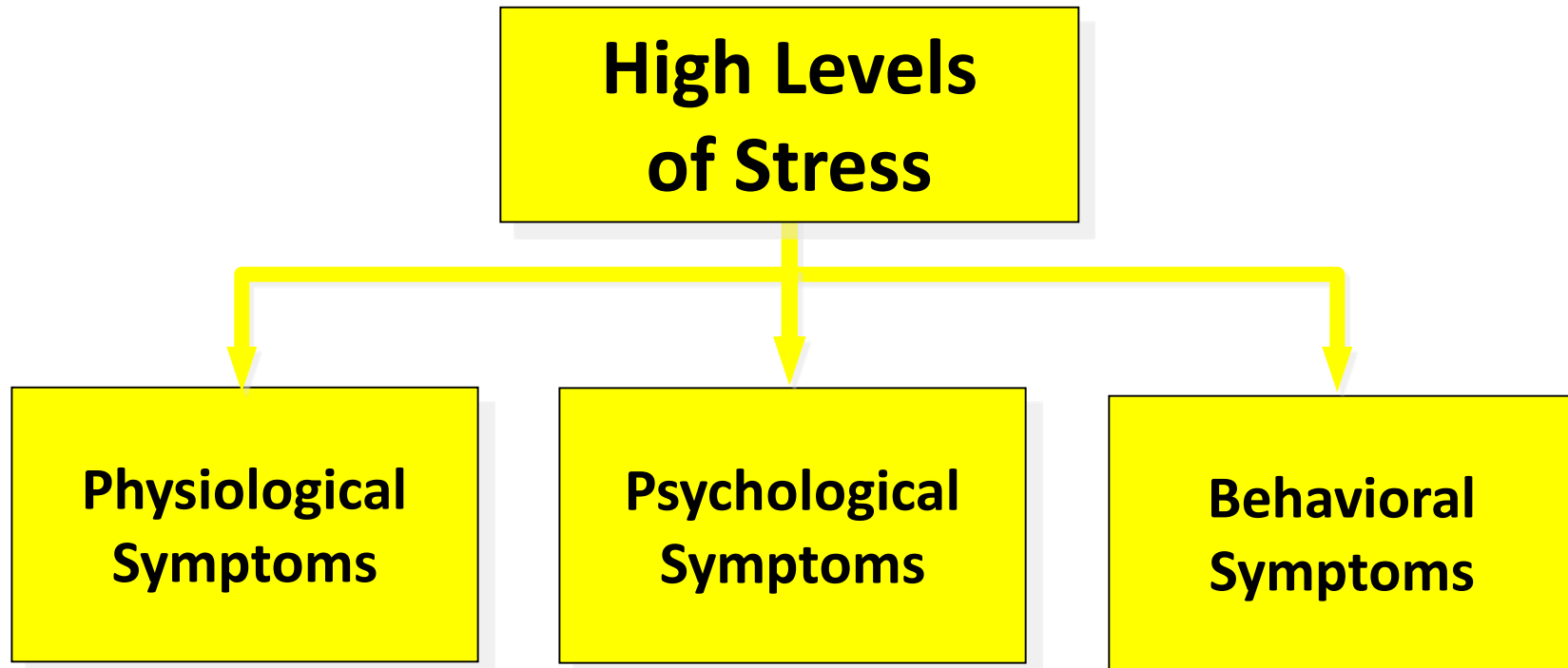


**Is stress good or  
bad?**

# Inverted-U Relationship between Stress and Job Performance



# Consequences of Stress



# Recognizing Stress

- Short-term physical symptoms
- Long-term physical symptoms
- Internal symptoms
- Behavioral symptoms



# Short-Term Physical Symptoms

- Faster heart beat
- Increased sweating
- Cool skin
- Cold hands and feet
- Feelings of nausea, or 'Butterflies in stomach'
- Rapid Breathing
- Tense Muscles
- Dry Mouth
- A desire to urinate
- Diarrhea

# Long-term Physical Symptoms

- Change in appetite
- Frequent colds
- Illnesses such as:
  - Asthma
  - Back pain
  - Digestive problems
- Headaches
- Aches and pains
- Feelings of intense and long-term tiredness

# Internal Symptoms

- Worry or anxiety
- Confusion, and an inability to concentrate or make decisions
- Feeling ill
- Feeling out of control or overwhelmed by events
- Mood changes:
  - Depression
  - Frustration
  - Hostility

- Helplessness
- Restlessness
- Being more lethargic
- Difficulty sleeping
- Drinking more alcohol and smoking more
- Changing eating habits
- Relying more on medication

# Behavioral Symptoms

- Talking too fast or too loud
- Fiddling and twitching, nail biting, grinding teeth, drumming fingers, pacing, etc.
- Bad moods
- Being irritable
- Defensiveness
- Being critical
- Aggression
- Irrationality
- Overreaction and reacting emotionally

- Reduced personal effectiveness
- Being unreasonably negative
- Making less realistic judgments
- Being unable to concentrate and having difficulty making decisions
- Being more forgetful
- Making more mistakes
- Being more accident prone
- Changing work habits
- Increased absenteeism
- Neglect of personal appearance

# Chemical and Nutritional Stress

- Caffeine-raises levels of stress hormones
- Sweets or chocolate-causes body to release too much insulin
- Salt-raises blood pressure
- Unhealthy diet-leads to illness which increases stress

# Lifestyle and Job Stress

- Too much or too little work
- Having to perform beyond your experience or perceived abilities
- Having to overcome unnecessary obstacles
- Time pressures and deadlines
- Keeping up with new developments
- Changes in procedures and policies
- Lack of relevant information, support and advice
- Lack of clear objectives
- Unclear expectations of your role



- Responsibility for people, budgets or equipment
- Career development stress:
  - Under-promotion, frustration and boredom with current role
  - Over-promotion beyond abilities
  - Lack of a clear plan for career development
  - Lack of opportunity
  - Lack of job security
- Stress from your organization or your clients.
- Personal and family stresses.

# Environment and Job Stress

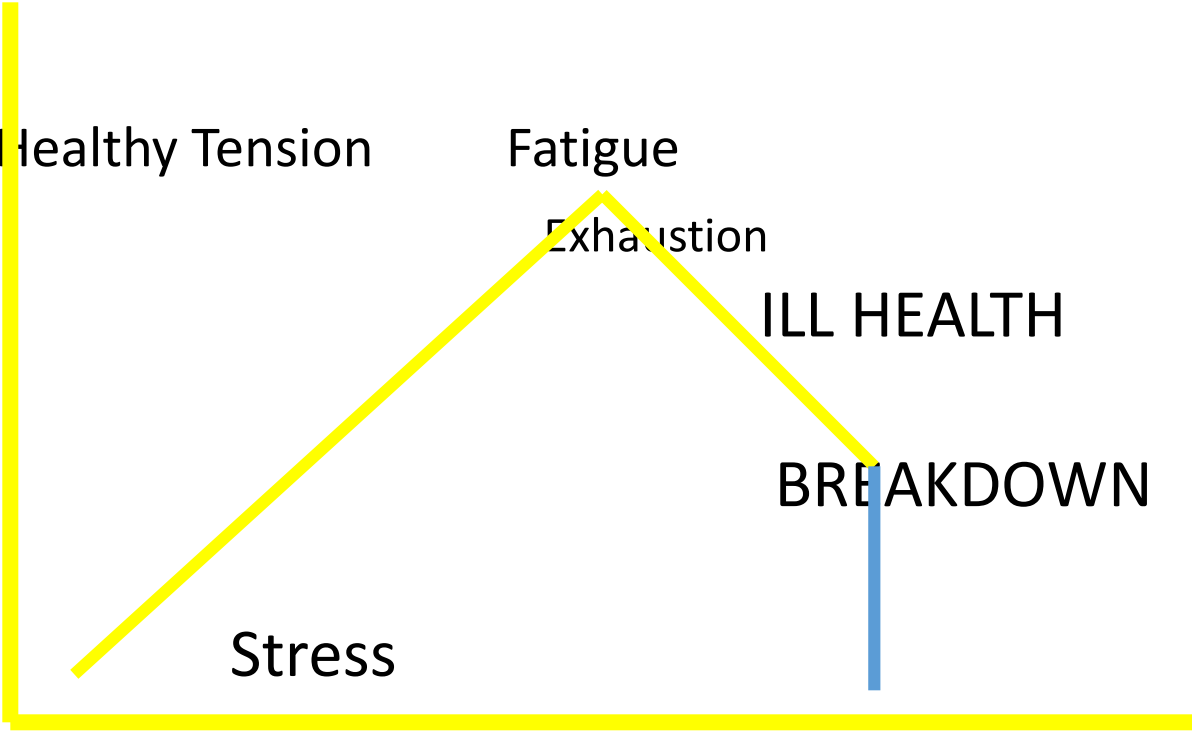
- Your working environment can cause stress
  - Crowding or invasion of personal space
  - Insufficient work space
  - Noise
  - Dirty or untidy conditions
  - Pollution
  - Other environmental causes

# Fatigue and Overwork

- Stress builds up over a long time
- Trying to achieve too much in too little time
- “Hurry Sickness”-vicious circle of stress causing you to hurry jobs and do them badly.

# Long-Term Stress

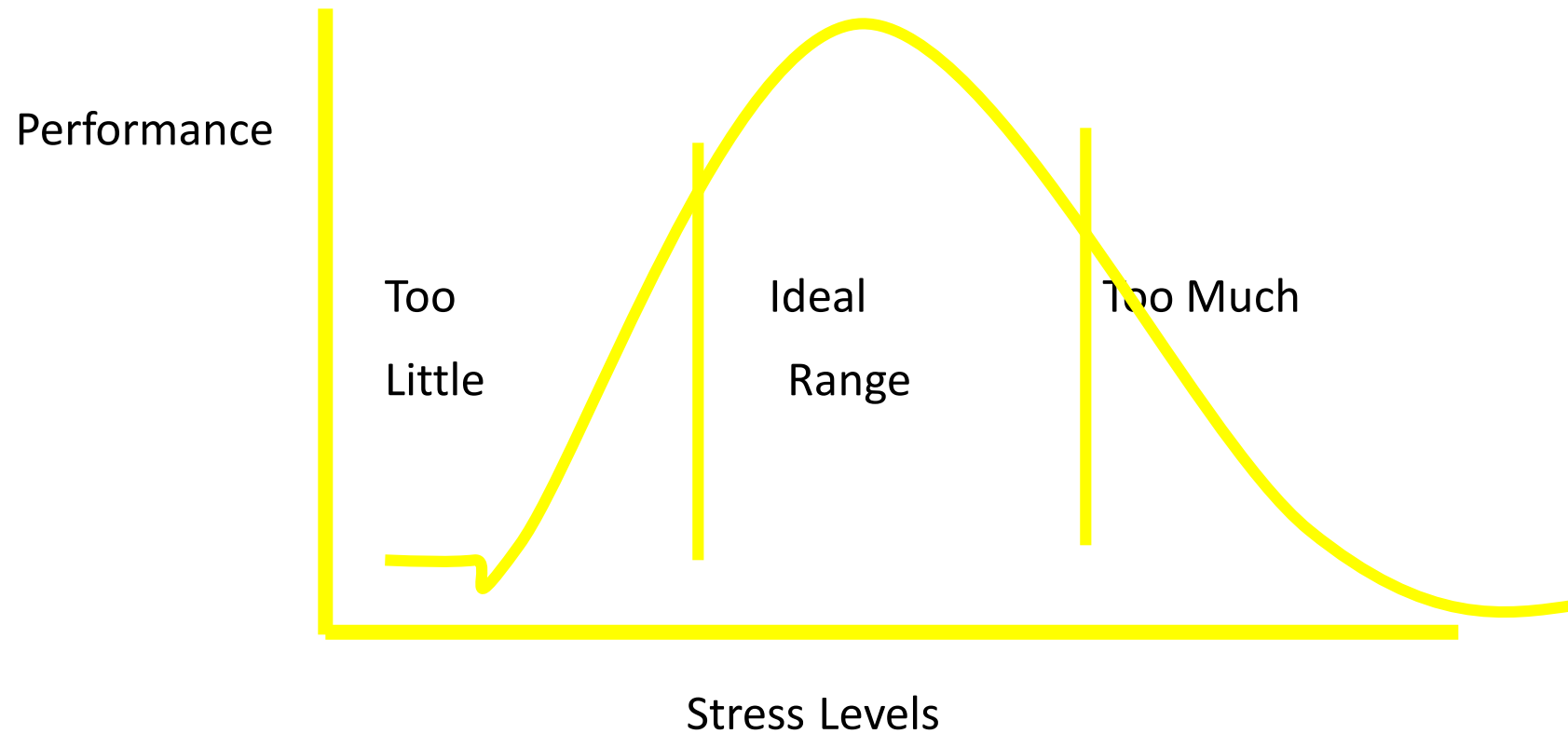
Performance



# How to Manage Stress?



# Optimum Stress Levels



# Stress Management & Prevention

# **Stress Management**

Procedures for helping people cope with or reduce stress already being experienced



## **Stress Prevention**

Focuses on controlling or eliminating stressors that might provoke the stress response.

# Stress Management Programs

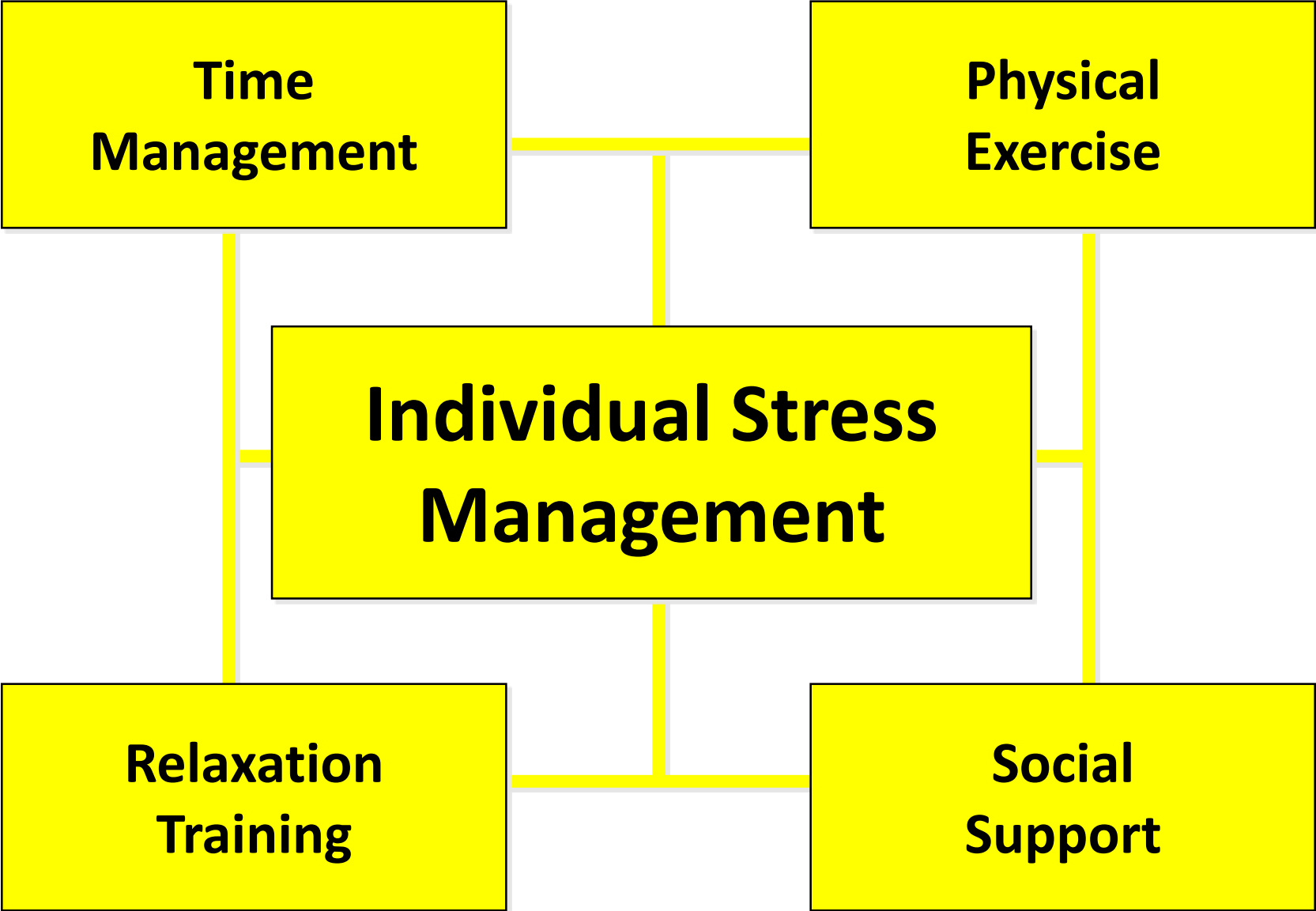
- **Training**

- Time management
- Coping skills

- **Wellness**

- Assessment
- Self-help materials
- Group programs

- **Relaxation**



# Dealing with Long-Term Stress

- Fatigue and exhaustion
  - Go to bed earlier
  - Take a good break (vacation)
  - Change work commitments if possible
  - Time management strategies

# Dealing with Long-Term Stress

- Handling depression
  - Deep depression is a clinical illness and should be handled professionally
- Otherwise
  - Positive thinking
  - Talk to people and get support
  - Get away from situation causing stress

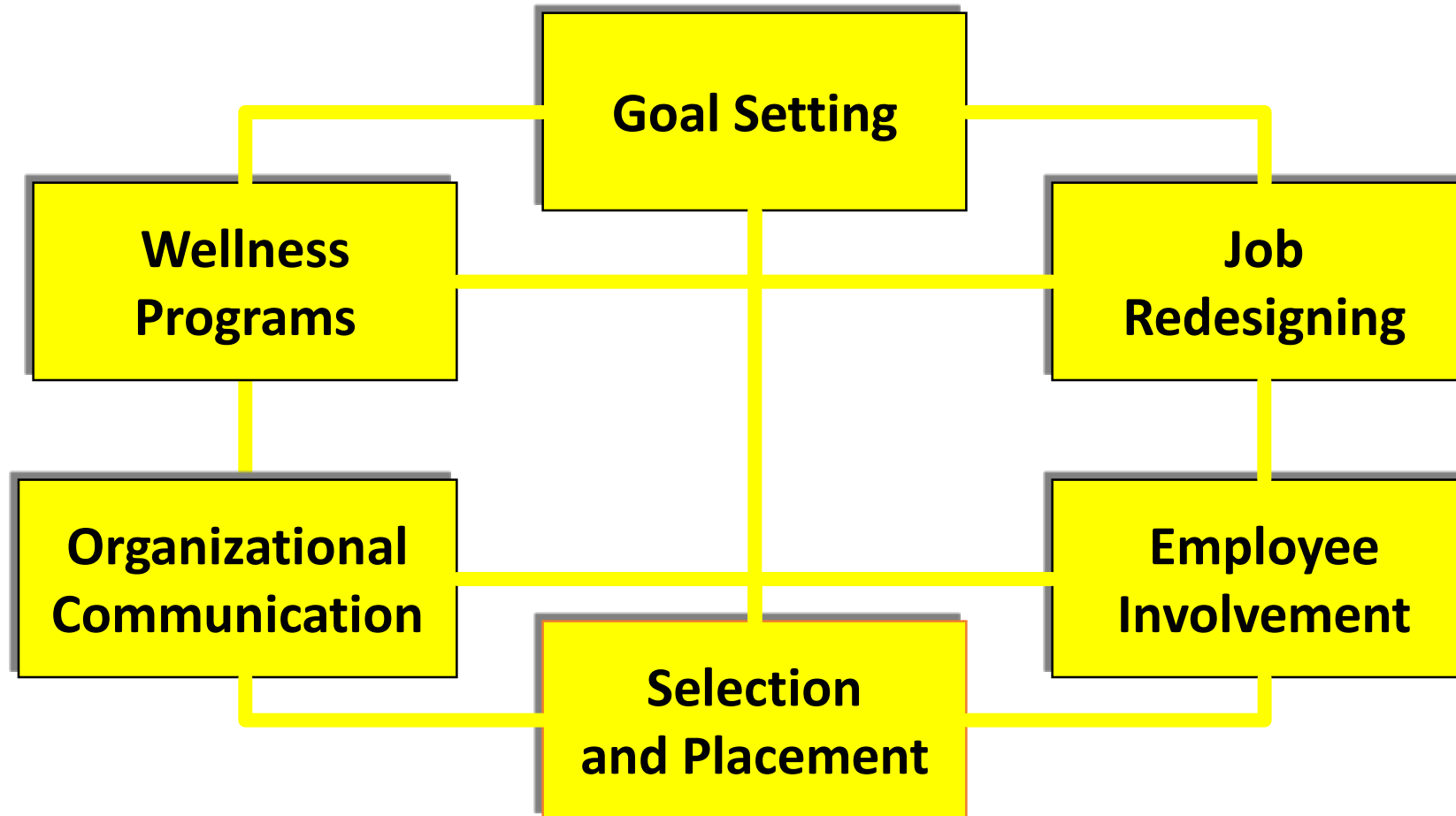
# Dealing with Long-Term Stress

- Lack of self-confidence
  - Set personal goals
  - List your shortcomings and deal with them
  - List the things that worry you and see if it is really important to worry about them at all.
  - Write down the things you do well
  - Positive thinking

# Dealing with Long-Term Stress

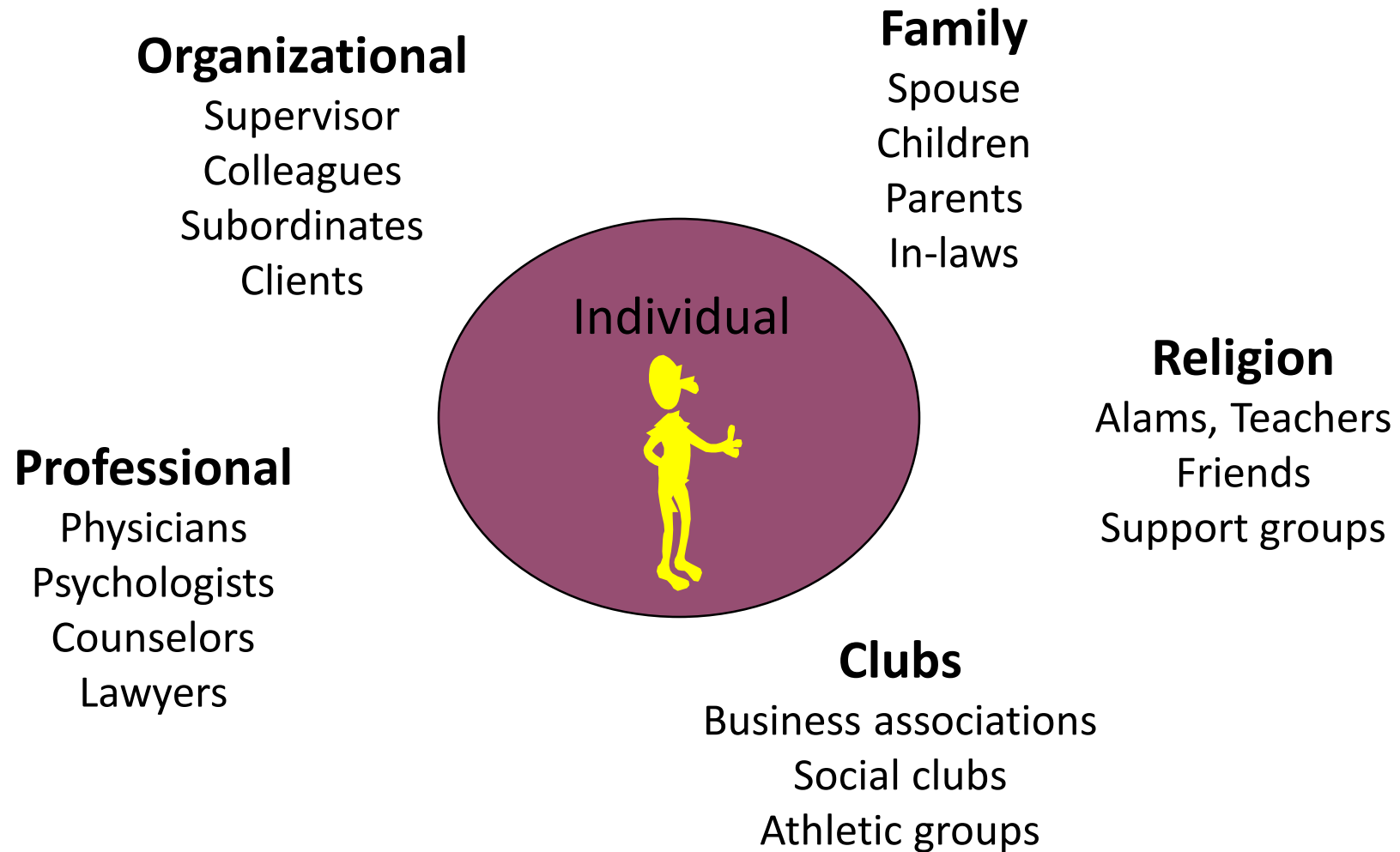
- Relationships
  - Being more assertive will help
  - Improve your social skills
  - Are other people contributing to this problem? Are you better off without them?
- Standards
  - Are your standards impossibly high?

# Organizational Stress Management





# Social Support at Work & Home



# Avoiding Burn-Out

- Re-evaluate goals
- Reduce unnecessary commitments
- Learn stress management skills
- Find out where the stress is coming from (family, job, etc.)

- Follow a healthy lifestyle
- Get adequate rest
- Eat a balanced diet
- Get regular exercise
- Limit caffeine and alcohol
- Develop other interests (hobbies)
- Acknowledge your humanity--you have a right to pleasure and relaxation

horror movie

