

Chapter 5

Robbins & Judge

Organizational Behavior

14th Edition

Stress and Job Performance

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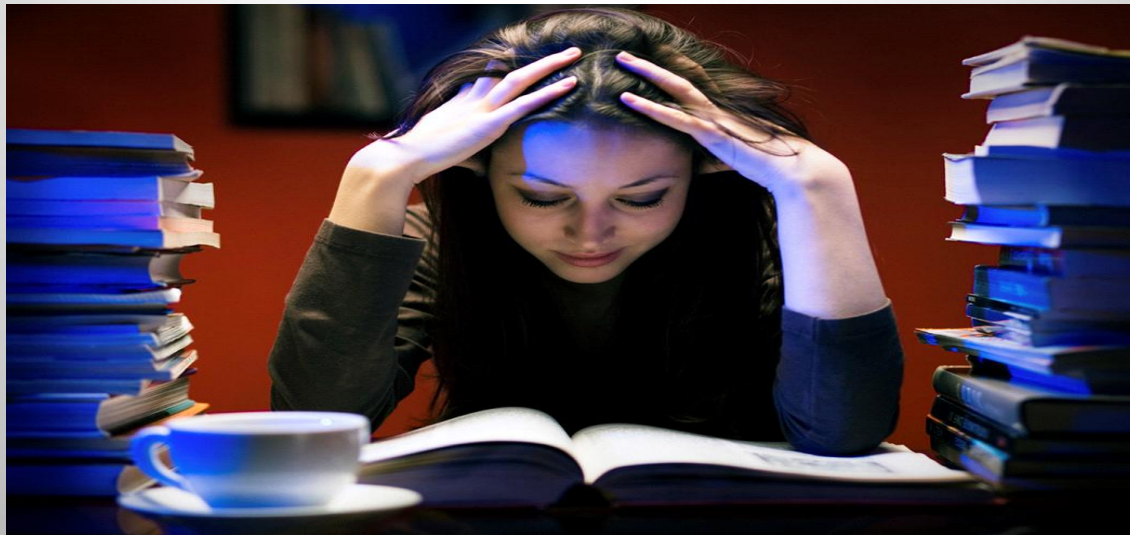
Chapter Learning Objectives

- **After studying this chapter, you should be able to:**
 - Understand the meaning of stress
 - Discuss the connection between demand and resources
 - Show the impact of stress on job performance
 - Comprehend the relationship between stress and performance
 - Identify ways to manage stress

Stress

➤ Stress

- A person's adaptive response to a stimulus that places excessive psychological or physical demands on that person



Demands-Resources Model of Stress

➤ **Demands**

- Responsibilities, pressures, obligations, and uncertainties in the workplace and in our life.

➤ **Resources**

- Things within an individual's control that can be used to resolve demands

➤ **Adequate resources help reduce the stressful nature of demands**

Recognizing Stress in Employees

Lateness or absence
from work

Cheerful employee
becomes withdrawn

Normally neat,
accurate work
becomes messy,
incomplete, or sloppy

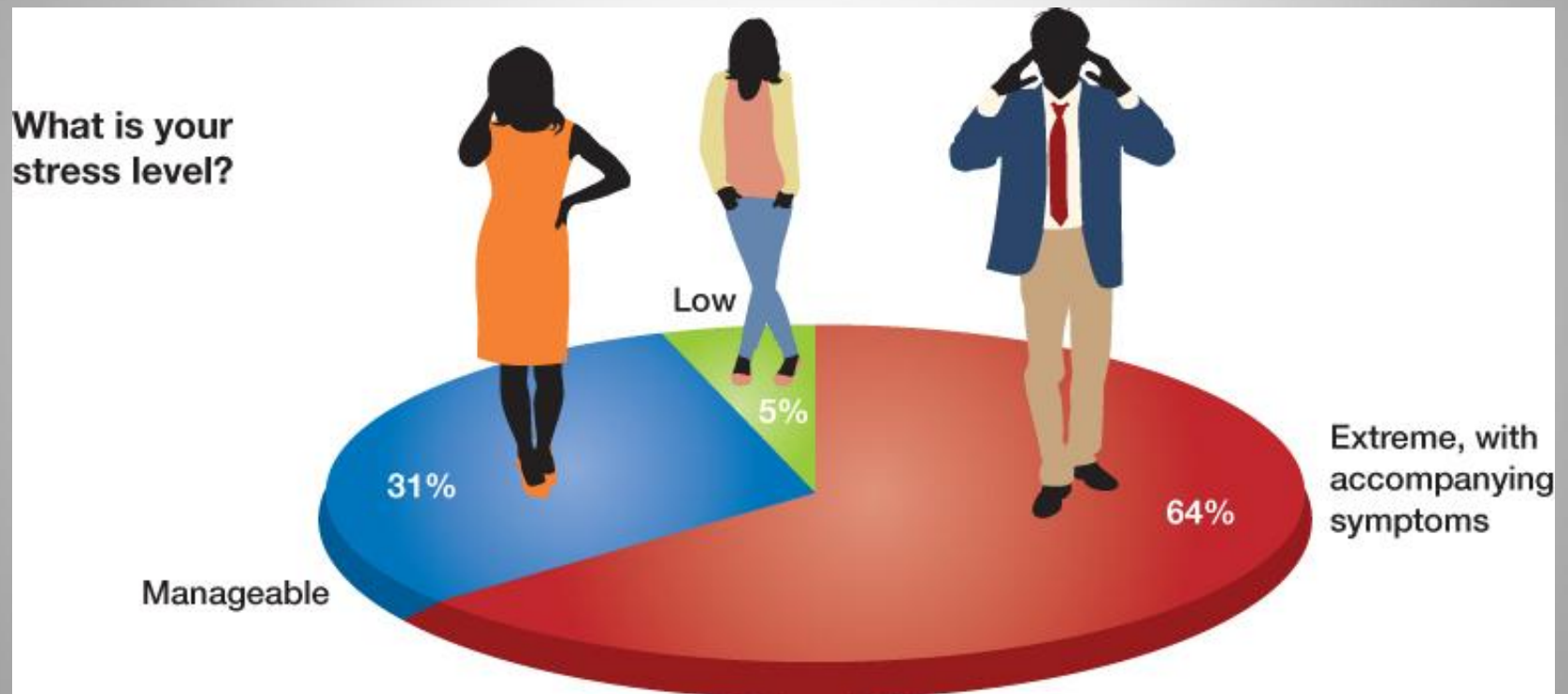
Good decision maker
starts making bad
decisions or seems
unable to make them

Easygoing employee
who gets along well
with others becomes
irritable and
discourteous

Normally well-
groomed employee
neglects
his or her appearance

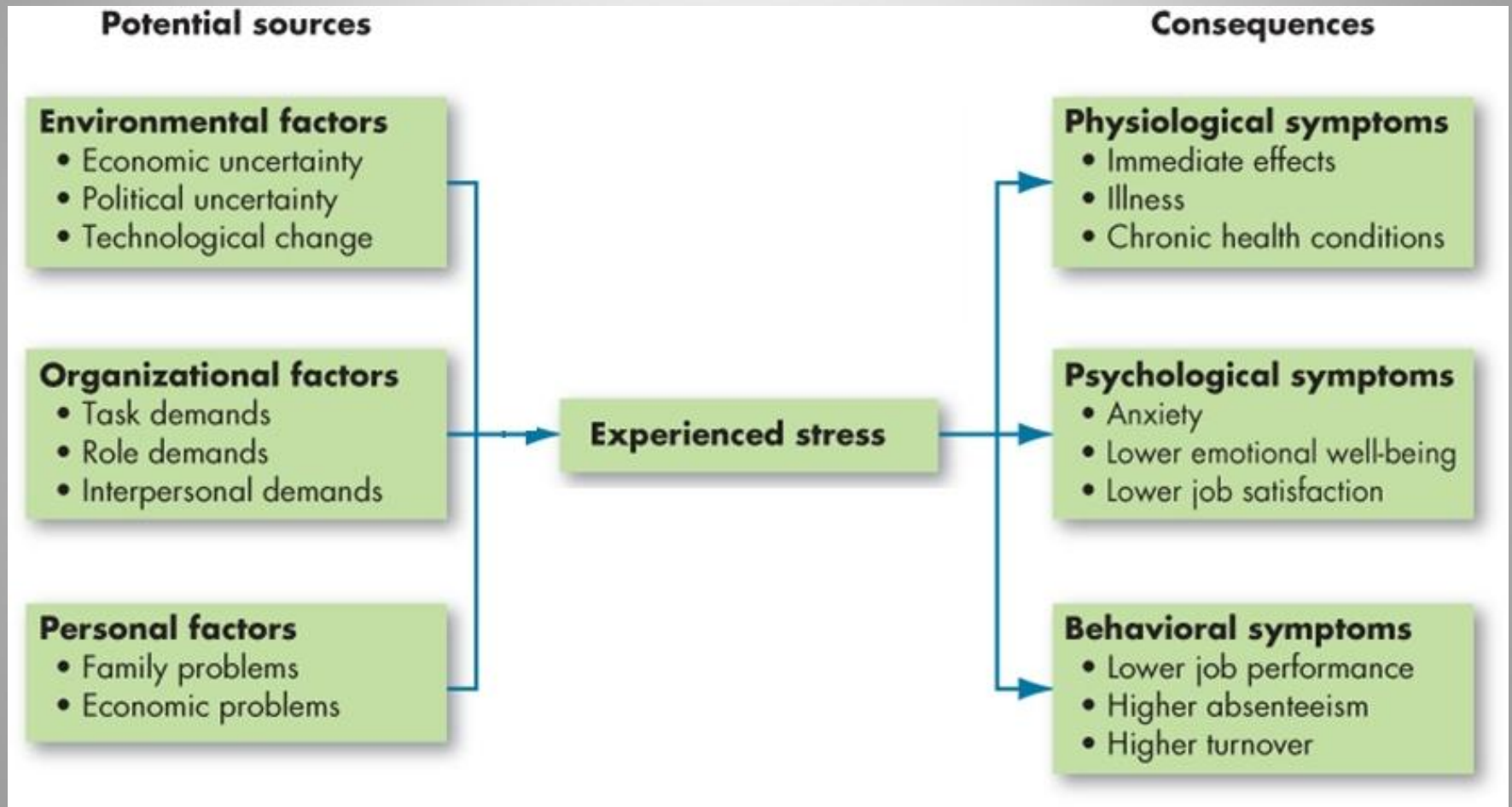
Stress at Work

OB POLL Many Employees Feel Extreme Stress



Source: Based on J. Hudson, “High Stress Has Employees Seeking Both Wellness and Employee Assistance Help,” ComPsych Corporation press release, November 12, 2014, <http://www.compsych.com/press-room/press-releases-2014/818-nov-12-2014>.

A Model of Stress



Potential Sources of Stress

➤ **Environmental Factors**

- Economic uncertainties of the business cycle
- Political uncertainties of political systems
- Technological uncertainties of technical innovations

➤ **Organizational Factors**

- Task demands related to the job
- Role demands of functioning in an organization
- Interpersonal demands created by other employees

➤ **Personal Factors**

- Family and personal relationships
- Money and financial problems
- Personality problems

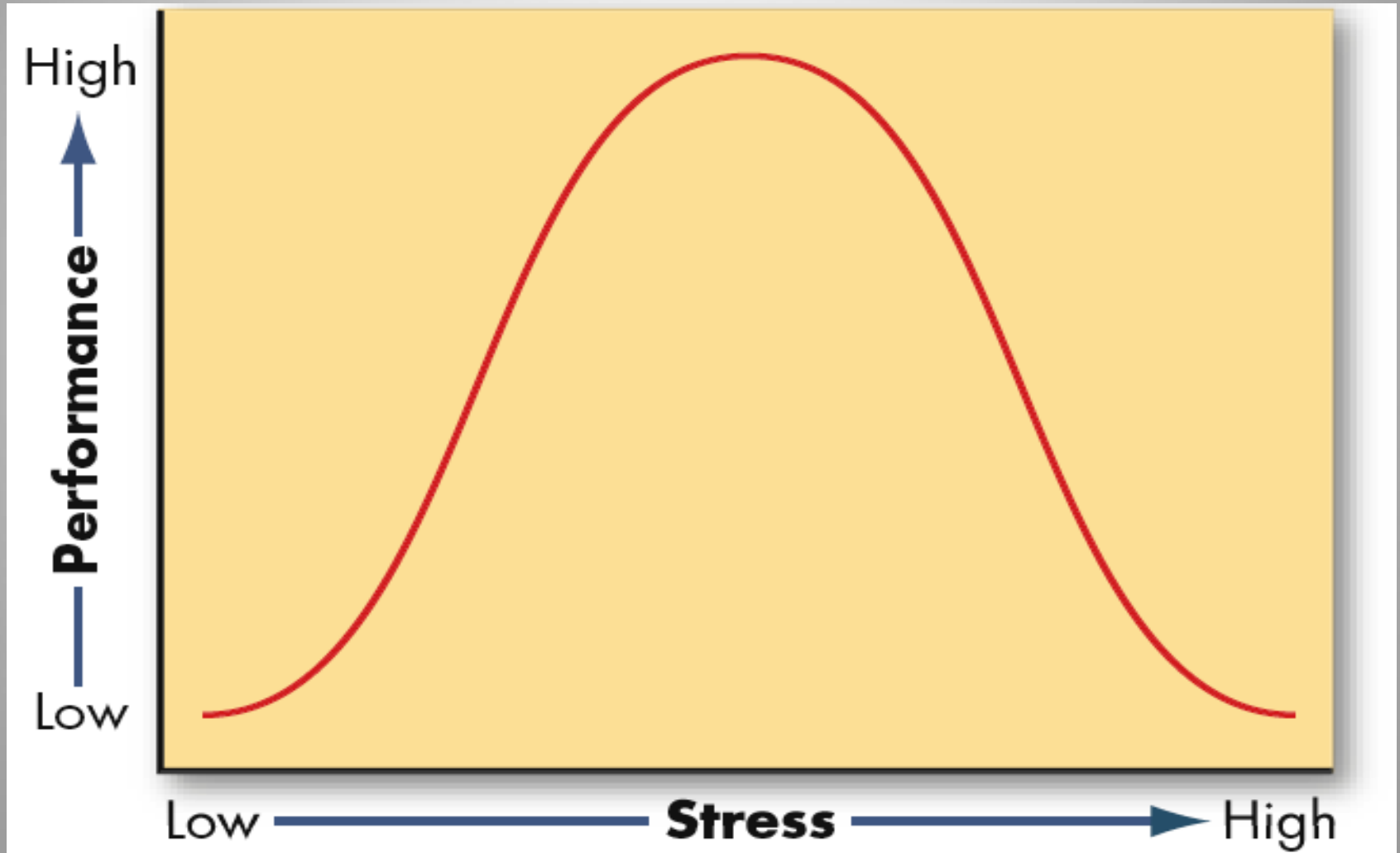
Consequences of Stress

- **High levels of stress can lead to the following symptoms**
 - Physiological
 - Blood pressure, headaches, stroke
 - Psychological
 - Tension, anxiety, irritability, dissatisfaction, and procrastination
 - Behavioral
 - Changes in behaviors, increased smoking or drinking, different eating habits, rapid speech, sleep disorders

Relationship between Stress and Performance

- **Stress is not always a bad thing. We often use the term "*stress*" to describe negative situations. This leads many people to believe that all stress is bad for you, which is not true**
- **Some level of stress can increase productivity**
- **Too little or too much stress will actually reduce performance**
- **There needs to be a healthy balance as too much or too little stress will reduce performance as seen in the graph.**

Relationship between Stress and Performance



Relationship between Stress and Performance

- **Based on the diagram, too little stress can lead to employee boredom, absenteeism and decrease in motivation – which lead to poor performance.**
- **On the other hand, too much stress can lead to increased error, insomnia and irritability among employees - which also lead to poor performance.**
- **When there is a right amount of stress, employee will be able to have sharp focus, high energy and high motivation at work.**

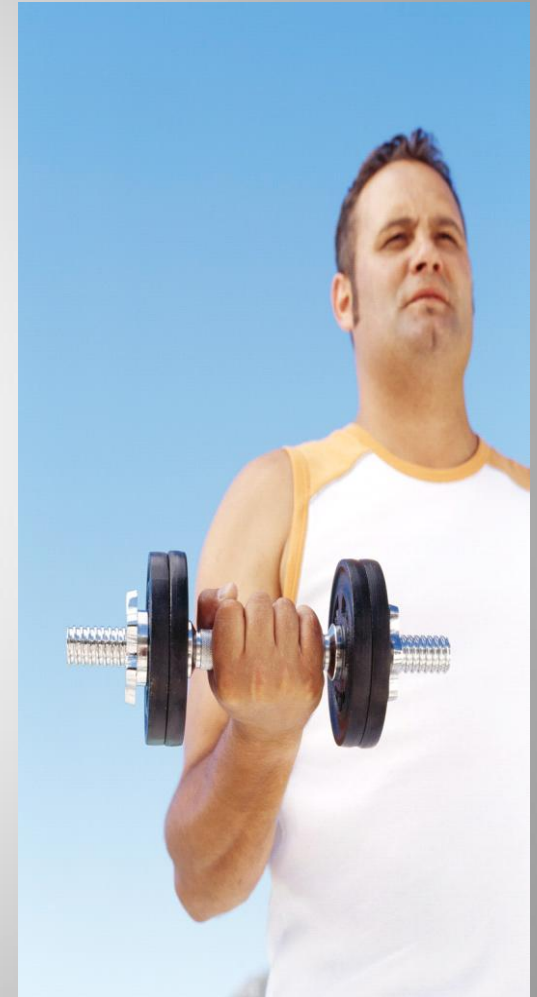
Managing Stress

➤ Individual Approaches

- Implementing time management
- Increasing physical exercise
- Relaxation training
- Expanding social support network

➤ Organizational Approaches

- Improved job placement
- Training
- Use of realistic goal setting
- Increased employee involvement
- Improved organizational communication
- Establishment of corporate wellness programs





Global Implications

➤ **Stress**

- Job conditions that cause stress vary across cultures
- Having friends and family can reduce stress

➤ **Organizational Change**

- Culture varies people's belief in the possibility of change
- Reliance on tradition can increase resistance to change

Chapter Questions

1. **What is stress?**
2. **Describe the difference between demand and resources in the model of stress**
3. **Elaborate three situations that can make yourself become stress.**
4. **Describe three things that you do to make you feel better when you are feeling stressful.**