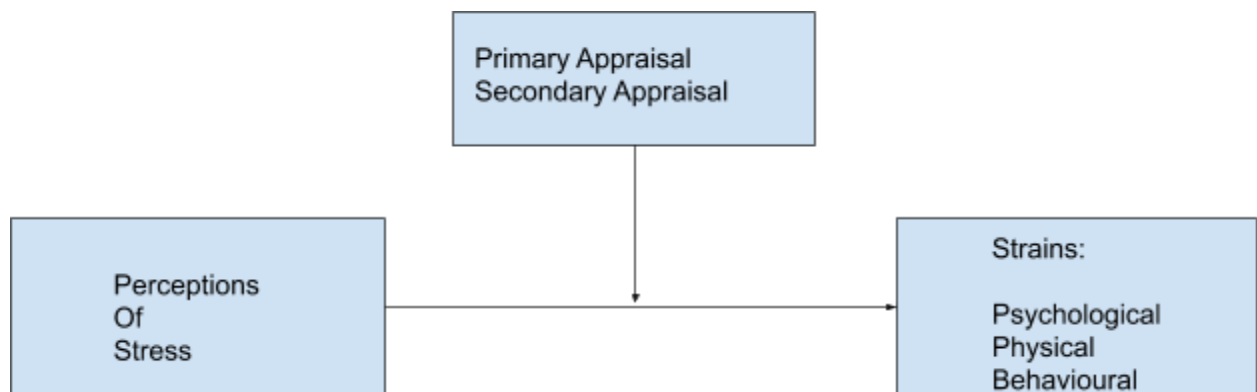


Lecture 4

Stress

- A psychological response to demands when there is something at stake for the individual and when coping with these demands

The stress process



Primary Appraisal: evaluation of significance and meaning of stressor, is this stressful?

Secondary Appraisal: how can people cope with stressors

Strains: the actual demands that tax resources

3 results:

Psychological - effect on mind

Physical - Symptoms that manifest themselves in the body

Behavioural - The way your mannerisms change due to stress

To Study: Transactional theory of stress

- Defines where stress comes from and describes how to address the stressors

Problems come when you have problems that cause stressors and you can't cope with.

Strains:

Psychological

- Depression
- Anxiety
- Burnout
- Reduced confidence

Physiological (Cortisol hormone, regulates body when you are stressed)

- Back ache
- Headache
- Illness
- High blood pressure

Behavioural

- Drug use
- Teeth grinding
- Overeating

Burnout

- Emotional exhaustion
- Cynicism
- Low self-efficacy

Coping strategies:

Behavioural Problem-Focused: <ul style="list-style-type: none">- Work harder- Seek assistance- Acquiring resources	Behavioural Emotion-focused <ul style="list-style-type: none">- Engaging in alternative activities- Seeking Support- Venting Anger
Cognitive Problem-Focused <ul style="list-style-type: none">- Strategizing- Self-motivation- Changing priorities	Cognitive Emotion Focused <ul style="list-style-type: none">- Avoiding, Distracting, Ignoring- Looking for the silver lining- Reappraising

Reducing and managing Employee Stress

Management can offer employees more resources

- Time - Give employees more time or provide time saving resources
- Control - Flexible work hours, Flexible work location, e.t.c.
- Knowledge
- Skills
- Different perspectives
- Encouragement
- Recovery opportunities

Motivation

A set of energetic forces that originate both within and outside and employee that initiates work-related efforts by answering the following questions:

- What do you do?
- How hard do you do it?
- How long do you do it?

Within: Sense of purpose or confidence

Outside: goals and initiatives

Motivation => 3 sets of distinct efforts:

Direction: Are you working on what you should be working on?

Intensity: Are you working hard or hardly working?

Persistence: Will you keep working even when things get tough? till you are done?

Engagement:

- Nowadays companies focus on this concept
- Can be thought of/symptom of: a high level of intensity and persistence in an employees work effort
- Research: only 30% of employees are engaged
- Low levels of engagement can be contagious.

Two broad classes of motivation theories

- Explain the direction of effort
 - Expectancy theory

Expectancy theory: Effort, performance, outcome

People are more motivated to perform activities that they can accomplish and that lead to valued outcomes... or how do they make the choices that take them in the right direction.

Effort -> performance -> outcome

Three core beliefs...

- Expectancy - I expect something
 - Belief that a high level of effort will result in successful performance of tasks
- Instrumentality - How does it help me get my result?
 - Belief that successful performance will help
- Valence - Value you put on a particular outcome.