SELECTED REFERENCES

INDUSTRIAL RELATIONS SECTION

No. 197* Princeton, N.J. 08544 July, 1979

OCCUPATIONAL STRESS**

1. General


Attacking various weaknesses in existing psychological jobstress studies, this article reviews the relevant literature from different facets (e.g. environmental, personal). Models for tying the facets together are proposed. In the Spring 1979 issue of the same journal, the authors summarize the strategies for handling job stress. Noting a lack of research in the area, they call for increased evaluation of anti-stress strategies.


Using data based on more than twenty years of experience with workers' industrial mental health, Brocher examines the sources of occupational stress. He explores old assumptions and approaches to the problem, and reports on new theories and their empirical bases.


Brodsky examines stress as an occupational safety hazard. His findings are based on interviews with workers who have filed claims relating to stress-induced disorders such as hypertension. He notes that stress-causing harassment is not limited to blue-collar workers and that the stress results in both economic and human loss. Policy recommendations are included.


Buck defines job pressure, examines its causes, and relates it to both mental health and performance. The problems of work "underload" and work "overload" are explored.


*Prepared by Kevin Barry, Librarian, Industrial Relations Library.

**Items from this list should be ordered directly from the publisher. Addresses are given in connection with each reference.
Burke tests the hypothesis that some occupational stresses are desirable while others are not. Two hundred twenty-eight engineers, industrial accountants and chartered accountants serve as survey respondents. Results indicate that certain types of stress, associated with enlarging or demanding jobs, are positively related to employee job satisfaction.


This report examines stress in twenty-three diverse jobs. The patterns of job stress are described, the associated psychological and physiological strains in the worker are reported, and the correlations between stress and physical strain are examined.


Based on a national sample taken in Great Britain, this study finds that nervous strain relates both to individuals' predispositions to anxiety and to their daily work activities. Men in high-level jobs are more likely to report nervous strain than men in manual work. Little evidence is found that stressful jobs are held by particularly anxious men.


Meglin lists and explains factors affecting an individual's level of stress. He notes that while high levels of stress impair efficiency, certain amounts of stress actually increase performance. High levels of stress, he reports, hinder mental performance more than they interfere with simply physical activity. In the April 1977 issue of the same journal, Meglin discusses the implications of the research for improved organizational policies.


The article treats the problem of stress caused by constant change in the organizational environment. Subjects dealt with include: the nature and physiological symptoms of stress; the effects of change; and ways to manage change, minimizing stress among workers.


American, British and Scandinavian methods of dealing with relationships between occupational stress and health are presented. The role of the health professional in stress management, the role of the organiza-
tion, legislative and governmental programs, and preventive and remedial approaches to the problem of occupational stress and mental illness are discussed. Analyses of the work environment, social support for workers under stress, effects of computerization on work environment, management, white and blue collar stressors, and stress and its relationship to specific health problems and work-related accidents are covered.


The psychological causes and problems of occupational stress are examined. Recent psychological stress research is reviewed. These studies include: stress-related disease and mental health incidence by occupation; mass psychogenic contagion reaction in industry; and the relationship of machine pacing and stress. Implications for further study and action are set forth.


This compilation of papers deals with the psychological and physiological effects of stress, causes and manifestations of organizational stress, male mid-life transitions and stress, stress and the corporate woman, and exercise and stress reduction.


In this volume, one article is a comprehensive review of epidemiological studies of mental and physical health at work. Another one analyzes epistemological issues and possibilities for future research. The bulk of the book, however, is devoted to the causes of stress (“stressors”), the person experiencing stress, relations between this person and his “stressors,” and means to arrest the pathological consequences of mental stress and physical strain.


Two academic psychologists examine the determinants of psychological well-being as it relates to the work place, and propose practices to improve well-being. In addition to a discussion of work stress, the authors cover theories of work attitudes, systems of pay, participation in decision-making, job design and theory and practice.

**EXECUTIVE STRESS**

Anderson, Carl R., Don Hellriegel and John W. Slocum, Jr. “Managerial response to environmentally induced stress.” *Academy of*
Management Journal (Dr. Dennis Ray, P.O. Box KZ, Mississippi State University, MS 39762), June, 1977. pp. 260-272. $5.00.

Results of a test of managerial response to environmentally induced stress indicates that the locus of control is highly related to perception of stress in the environment and to the use of decision or coping behaviors. Performance is significantly related to the use of task-oriented coping behaviors. Implications for decision-making and the management of stress are discussed.


Based on research with a large number of managers and their wives, this book shows how individuals and organizations can manage stress. The authors note that managerial stress stems not only from the job itself, but from the working environment, organizational membership, and social and family surroundings.


Included articles deal with managerial stress as it relates to motivation, learning, success, external relationships, leadership, participation, uncertainty and innovation, and organization and culture.


Emphasizing those pressures unique to businessmen, Odiorne analyzes results from interviews with sixty-one executives. He isolates the three major reported responses by executives to special traumas. These responses are fighting the adversary, running away, and responding professionally. He further sub-categorizes them, presenting examples of each strategy in use, and he deals with “ideal” responses.

Suojanen, Waino W. and Donald R. Hudson. “Coping with stress and addictive work behavior.” Atlanta Economic Review (Georgia State University, College of Business Administration, Publishing Services, University Plaza, Atlanta, GA 30303), March-April, 1977. pp. 4-9. $2.00.

The authors contend that stressful job situations are frequently the result of compulsive and addictive behavior on the part of some managers who are attempting, unknowingly, to satisfy the need for a “high” derived from work and crisis management. This behavior may be reinforced by the work ethic concept and by patent conceptions of successful executives as necessarily aggressive and competitive. Two approaches to the problem are presented. One relies upon relaxation response. The other involves changing the compulsive personality into a more forgiving, contemplative one.