## Chapter 07 Workplace Stress: Issues and Management, Organizations

**True / False Questions**

1.*(p. 197)* At one time, only the salaried elite enjoyed work/family balance programs.   
**TRUE**

2.*(p. 197)* By 2020, fewer than 1 in every 4 working adults will be over the age of 65.   
**FALSE**

*Rationale: By 2020, more than 1 in every 4 working adults will be over the age of 65.*

3.*(p. 197)* The work and personal lives of employees are interconnected.   
**TRUE**

4.*(p. 197)* The experience of work-life stress is a new phenomenon.   
**FALSE**

*Rationale: Work-life stress has been around since caveman times.*

5.*(p. 198)* The elimination of stress is beyond the capability of managers in work settings.   
**TRUE**

6.*(p. 198)* Workplace stress can have positive results.   
**TRUE**

7.*(p. 198)* Stress can be defined as either a stimulus or a response.   
**TRUE**

8.*(p. 199)* Rumors of an impending layoff are never as stressful as knowing for sure that you will be laid off.   
**FALSE**

*Rationale: For some people, rumors of an impending layoff may be more stressful than knowing for certain they will be laid off.*

9.*(p. 199)* Generally speaking, the shorter the length of time that special demands are placed on us, the more stressful the situation.   
**FALSE**

*Rationale: Generally speaking, the longer special demands are placed on us, the more stressful the situation.*

10.*(p. 199)* Chronic stress can last for months or even years.   
**TRUE**

11.*(p. 199)* Long duration stress is sometimes referred to as *persistent* stress.   
**FALSE**

*Rationale: Long duration stress is sometimes referred to as chronic stress.*

12.*(p. 199)* For most employed people, work and work-related activities represent much more than a 40-hour per week commitment.   
**TRUE**

13.*(p. 200)* Age is an individual difference than can act as a moderator.   
**TRUE**

14.*(p. 200)* Stress prevention and management can be initiated by individuals, as well as by organizations.   
**TRUE**

15.*(p. 201)* A study at the Goddard Space Flight Center determined that *less than 25 percent* of their employees experienced role conflict.   
**FALSE**

*Rationale: A study at Goddard Space Flight Center determined that more than 65 percent of their employees experienced role conflict.*

16.*(p. 201)* Employees who experience role conflict also experience lower job satisfaction.   
**TRUE**

17.*(p. 201)* The greater the power or authority of the person sending conflicting messages, the lower the level of job dissatisfaction produced by role conflict.   
**FALSE**

*Rationale: The greater the power or authority of the person sending conflicting messages, the higher the level of job dissatisfaction produced by role conflict.*

18.*(p. 201)* Qualitative overload can result from having insufficient time to complete a job.   
**FALSE**

*Rationale: Having too many things to do or having insufficient time to complete a job results in quantitative overload.*

19.*(p. 201-202)* When individuals experience high work demands, with little or no control over the demands, they experience physiological changes that persist even after leaving work.   
**TRUE**

20.*(p. 202)* The more hardiness a manager possesses, the smaller the effect of life changes on their personal health.   
**TRUE**

21.*(p. 204)* Being asked to participate in decision making can be a stressor for some people.   
**TRUE**

22.*(p. 204)* Problem relationships can lead to low job satisfaction and increase the likelihood of stress.   
**TRUE**

23.*(p. 204)* Office politics are seldom cited as a primary stressor in organizations.   
**FALSE**

*Rationale: Office politics are consistently cited as a primary stressor in organizations.*

24.*(p. 204)* The personality of an organization is shaped largely by its workforce.   
**FALSE**

*Rationale: The personality of an organization is shaped largely by its top executives.*

25.*(p. 204)* Performance feedback creates a high level of stress, no matter how it is communicated.   
**FALSE**

*Rationale: Stress can be minimized if performance feedback is presented via open, two-way communication.*

26.*(p. 205)* The stress produced outside of work is likely to affect a person's work performance, but has no effect on work behavior in general.   
**FALSE**

*Rationale: The stress produced outside of work is likely to affect both a person's work performance and overall work behavior.*

27.*(p. 205)* There are no negative consequences associated with too little stress.   
**FALSE**

*Rationale: Negative consequences are associated with both too little and too much stress.*

28.*(p. 206)* A comprehensive survey of American workers concluded that a third of them experienced job stress-related *depression*.   
**TRUE**

29.*(p. 207)* Cognitive outcomes of stress include physical manifestations, such as *being prone to accidents*.   
**TRUE**

30.*(p. 207)* Several studies have found a relationship between changes in blood pressure and job stress.   
**TRUE**

31.*(p. 207)* Burnout tends to be a particular problem among people whose jobs require extensive contact with and/or responsibility for large sums of money.   
**FALSE**

*Rationale: Burnout tends to be a particular problem among people whose jobs require extensive contact with and/or responsibility for other people.*

32.*(p. 211)* Some people are predisposed to stress; that is, they cannot adapt to the stressor.   
**TRUE**

33.*(p. 210)* Stress is linked to the six leading causes of death: heart disease, cancer, lung ailments, accidents, cirrhosis of the liver and suicide.   
**TRUE**

34.*(p. 210)* Fewer than 25 percent of all visits to a physician's office are for stress-related illnesses and complaints.   
**FALSE**

*Rationale: As many as 90 percent of all visits to a physician's office are for stress-related illnesses and complaints.*

35.*(p. 212)* Internals perceive themselves to be in control of the events that shape their lives.   
**TRUE**

36.*(p. 212)* *Internals* are likely to feel threatened in situations where they can exercise some degree of control over what is happening.   
**FALSE**

*Rationale: Externals are likely to feel threatened in such situations.*

37.*(p. 212)* Individuals with high levels of *self-efficacy* are more likely to perceive potential stressors as challenges and opportunities.   
**TRUE**

38.*(p. 213)* Someone with a *Type B* personality may have considerable drive, want to accomplish things and work hard.   
**TRUE**

39.*(p. 215)* The person-environment fit approach is similar to the concept of the psychological contract.   
**TRUE**

40.*(p. 215)* An individual who is by nature authoritarian will not experience stress in a participative organization.   
**FALSE**

*Rationale: An individual who is by nature authoritarian will experience stress in a participative organization.*

41.*(p. 215)* Once in the organization, a critical variable in maximizing fit and preventing stress is *effective socialization*.   
**TRUE**

42.*(p. 217)* Many of the concerns of wellness programs are at least partially stress related.   
**TRUE**

43.*(p. 220)* If an individual labels a situation a catastrophe, the stress response is to the label, not to the situation.   
**TRUE**

44.*(p. 221)* Transcendental meditation has been associated with *reduced heart rate* and *lowered oxygen* *consumption*.   
**TRUE**

45.*(p. 222)* Biofeedback training has been useful in reducing the likelihood of ulcer formation.   
**TRUE**

46.*(p. 219)* The health and well-being of employees should be made a part of an organization's strategic plans.   
**TRUE**

**Multiple Choice Questions**

47.*(p. 197)* To date, research suggests that all of the following are improved among employees who have accessed work/life program activities *except*:   
A. Morale  
**B.** Career opportunities  
C. Job satisfaction  
D. Health

48.*(p. 197-198)* Stress is generally caused by all of the following *except*:   
**A.** A wage increase  
B. Computer problems  
C. Marital disharmony  
D. Terrorism

49.*(p. 198)* Workplace stress spills over into one's \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_ life.   
A. Personal  
B. Family  
C. Community  
**D.** All of the choices are correct

50.*(p. 199)* All of the following factors determine whether an experience is likely to result in stress *except*:   
**A.** Frequency  
B. Importance  
C. Uncertainty  
D. Duration

51.*(p. 199)* Which of the following is *not* one of the main categories into which stressors are divided?   
A. Individual  
**B.** Interpersonal  
C. Organizational  
D. Extra organizational

52.*(p. 199)* When stress evokes a positive or uplifting outcome, it is referred to as \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_.   
A. Euphoria  
B. Exhilaration  
C. Elation  
**D.** Eustress

53.*(p. 200)* Work-related stress produces \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_ outcomes.   
A. Behavioral  
B. Cognitive  
C. Physiological  
**D.** All of the choices are correct

54.*(p. 200)* Which of the following is *not* considered an organizational-level stressor?   
A. Culture  
**B.** Volunteer work  
C. Politics  
D. Technology

55.*(p. 201)* Stressors are those \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_ that place special demands on a person.   
A. Actions  
B. Events  
C. Situations  
**D.** All of the choices are correct

56.*(p. 201)* As organizations attempt to increase productivity while decreasing workforce size, \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_ overload increases.   
A. Qualitative  
**B.** Quantitative  
C. Qualitative and quantitative

57.*(p. 201)* Executives in the \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_ portion of the stress range experience more significant medical problems.   
A. Low  
B. High  
C. Middle  
**D.** High and low

58.*(p. 202)* The most pervasive individual stressor is \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_.   
**A.** The unrelenting pace of change  
B. Demanding bosses  
C. The never-ending push to do more with less  
D. Low pay

59.*(p. 202)* Hardiness is supposed to reduce stress by changing the way stressors are \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_.   
A. Intercepted  
B. Handled  
**C.** Perceived  
D. Managed

60.*(p. 204)* Downsizing is primarily associated with all of the following *except*:   
A. Layoffs  
**B.** Birth rates  
C. Redeployment  
D. Early retirement

61.*(p. 205)* Studies have shown that disability claims can increase by as much as \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_ in companies that have recently downsized.   
A. 5 percent  
B. 20 percent  
C. 50 percent  
**D.** 70 percent

62.*(p. 205)* \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_ workers report the most stress-related boredom and apathy.   
A. Skilled blue-collar  
**B.** Unskilled blue-collar  
C. Professional white-collar  
D. Nonprofessional white-collar

63.*(p. 206)* Polls indicate that more than 40 percent of Japanese workers aged 30 to 60 believe they will die from \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_.   
A. A heart attack  
B. Old age  
**C.** The stress of overwork  
D. Cancer

64.*(p. 207)* Cognitive outcomes of stress include poor concentration and \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_.   
A. An inability to make sound decisions  
B. An inability to make any decisions  
C. A decreased attention span  
**D.** All of the choices are correct

65.*(p. 208)* A high degree of identification with or commitment to, \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_ is a necessary prerequisite for burnout.   
A. Ethics  
B. Morals  
**C.** One's job or profession  
D. Religious doctrines

66.*(p. 208)* Which of the following statements about burnout is *incorrect*?   
A. Women are more likely to burn out than men  
**B.** Men are more likely to burn out than women  
C. Younger workers are more susceptible to burnout than older ones  
D. Unmarried workers are more likely to burn out than are married ones

67.*(p. 208)* The problematic relationship between a person and the work environment that contributes to burnout is typically referred to in terms of a lack of \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_.   
**A.** Fit  
B. Congruence  
C. Hardiness  
D. Training

68.*(p. 209)* Stress costs American organizations approximately \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_ per employee annually.   
A. $500  
B. $1,500  
**C.** $7,500  
D. $10,000

69.*(p. 210)* Almost every stress management program includes some form of \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_.   
A. Personalized training  
**B.** Regular exercise  
C. Biofeedback  
D. All of the choices are correct

70.*(p. 211)* Of the Big Five Model personality dimensions, \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_ is the most clearly related to stress.   
**A.** Emotional stability  
B. Extroversion  
C. Agreeableness  
D. Conscientiousness

71.*(p. 211)* Of the Big Five Model personality dimensions, those high on \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_ are more predisposed to experience positive emotional states.   
A. Emotional stability  
**B.** Extroversion  
C. Agreeableness  
D. Conscientiousness

72.*(p. 212)* \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_ is the Big Five Model personality dimension most consistently related to job performance and success.   
A. Emotional stability  
B. Extroversion  
C. Agreeableness  
**D.** Conscientiousness

73.*(p. 212)* Persons who score high on \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_ are better prepared to deal with stressors associated with change.   
**A.** Openness to experience  
B. Extroversion  
C. Agreeableness  
D. Conscientiousness

74.*(p. 213)* \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_ is the Type A personality subcomponent most predictive of the development of coronary heart disease.   
A. Aggressiveness  
B. Ambitiousness  
C. Impatience  
**D.** Hostility

75.*(p. 216)* Employee assistance programs (EAPs) started out as \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_ programs.   
A. Mental health  
B. Physical abuse  
C. Emergency assistance  
**D.** Alcohol abuse

76.*(p. 217)* \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_ is crucial to the success of any employee assistance program.   
**A.** Trust  
B. Job security  
C. Funding  
D. Information

77.*(p. 217)* According to the text, \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_ has been cited as the greatest cause of poor health habits.   
A. Television  
B. Junk food  
**C.** Stress  
D. Heredity

78.*(p. 221)* The most effective relaxation activity is taking \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_ "mental rest" breaks.   
A. A few short  
**B.** Frequent, short  
C. Fewer, longer  
D. Taking mental breaks is not an effective relaxation activity

79.*(p. 221)* Biofeedback can help individuals bring \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_ under voluntary control.   
A. Brain waves  
B. Heart rates  
C. Body temperature  
**D.** All of the choices are correct

**Fill in the Blank Questions**

80.*(p. 198)* A \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_ is a potentially harmful or threatening external event or situation.   
**stressor**

81.*(p. 198)* Stress is the consequence of the interaction between an environmental stimulus and the individual's \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_.   
**response**

82.*(p. 199)* For an action, situation or even to result in stress, it must be perceived by the individual as \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_.   
**a threat, a challenge or harmful**

83.*(p. 211)* A \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_ is a condition, behavior or characteristic that influences the relationship between two variables. The effect may be to intensify or weaken the relationship.   
**moderator**

84.*(p. 211)* The Big Five Model of personality is made up of five dimensions: extroversion, emotional stability, agreeableness, conscientiousness and \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_.   
**openness to experience**

85.*(p. 213)* \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_ support can be defined as the comfort, assistance or information one receives through formal or informal contacts with individuals or groups.   
**Social**

**Short Answer Questions**

86.*(p. 201)* Under what circumstances does role conflict occur?

Role conflict occurs when an individual's compliance with one set of expectations conflicts with another set of expectations

87.*(p. 207)* List three physiological outcomes of stress

Any three of the following: (a) increased heart rate, (b) elevated blood pressure, (c) sweating, (d) hot and cold flashes, (e) increased blood glucose levels, (f) elevated stomach acid production

88.*(p. 212)* Individuals who score high on openness to experience are better prepared to deal with stressors associated with change. Why?

Because they are more likely to see change as a challenge, rather than a threat

89.*(p. 213)* What are you providing if you offer *appraisal support*?

You are providing feedback and affirmation

90.*(p. 214)* What is the very first step in any attempt to keep stress within tolerable limits?

Recognizing that stress exists

91.*(p. 216)* Two types of organizational stress prevention and management programs have become particularly popular in the last 20 years. The first is *employee assistance programs*. What is the second?

Wellness programs

92.*(p. 216)* Employee Assistance Programs tend to be based on a traditional medical approach to treatment and include four general program elements. The first element is *diagnosis*. What are the other three?

Treatment, screening and prevention

93.*(p. 220)* All cognitive techniques have a similar objective. What is it?

To help people gain control over their reactions to stressors by modifying their thought processes

**Essay Questions**

94.*(p. 200)* List five negative behavioral, cognitive, and/or physiological outcomes of stress

Behavioral outcomes: absenteeism, turnover, accidents, substance abuse, increased health care claims  
Cognitive outcomes: poor decision making, lack of concentration, forgetfulness, frustration, apathy  
Physiologicale outcomes: increased blood pressure, high cholesterol, coronary heart disease

95.*(p. 202)* People with the hardiness personality trait seem to possess three important characteristics. What are they?

First, they believe that they can control the events they encounter. Second, they are extremely committed to the activities in their lives. Third, they treat change as a challenge

96.*(p. 206-207)* List six of the symptoms that the Diagnostics and Statistical Manual of Mental Disorders says must persist for at least two weeks in order for a diagnosis of depression to be made

Any six of the following: (a) depressed mood, (b) diminished interest in all or most activities, (c) marked psychomotor retardation, (d) significant appetite or weight change, (e) changes in sleep, (f) fatigue or loss of energy, (g) problems thinking or concentrating, (h) feelings of worthlessness, (i) excessive feelings of guilt, (j) thoughts of suicide or death

97.*(p. 212-213)* The person with a Type A behavior pattern demonstrates certain characteristics and behaviors. List four of them

Any four of the following:  
(1) Chronically struggles to get as many things done as possible in the shortest time period  
(2) Is aggressive, ambitious, competitive and forceful  
(3) Speaks explosively and rushes others to finish what they are saying  
(4) Is impatient, hates to wait and considers waiting a waste of precious time  
(5) Is preoccupied with deadlines and is work oriented  
(6) Is always in a struggle with people, things and events

98.*(p. 215)* A person-environment fit approach generally focuses on two dimensions of fit. What are they?

The two dimensions are (a) the extent to which work provides formal and informal rewards that meet or match the individual's needs and (b) the extent to which the individual's skills, abilities and experience match the demands and requirements of the employer

99.*(p. N/A)* Think of a situation, relationship or condition that ia currently causing you stress. Describe the situation, explain what it is about the situation that causes you stress and then explain what you plan to do to alleviate or reduce the stress

Student answers will vary

**Matching Questions**

100.*(p. 202)* Match the symptom to the type of stress that most likely caused it

|  |  |  |
| --- | --- | --- |
| 1. Work underload | Insomnia | **2** |
| 2. Work overload | Boredom | **1** |
| 3. Work underload | Irritability | **2** |
| 4. Work overload | Increased errors | **2** |
| 5. Work underload | Apathy | **1** |
| 6. Work overload | Absenteeism | **1** |
| 7. Work underload | Decreased motivation | **1** |
| 8. Work overload | Indecisiveness | **2** |