Stress and performance

Recap

- Motivation theory
  - Expectancy theory (Vroom)
  - Self-efficacy (Bandura)
  - Goal-setting (Locke & Latham)

Goals

- Stress in the workplace: causes, consequences, models
- Performance models
Stress

- **Stressors**: A feature of the situation or environment that causes stress
- **Strain**: A reaction to the stressors

Types of stressors

- Single events vs. “microstressors”

Examples of stressors in the workplace
  - Physical stressors
  - Task-related stressors
  - Career-related stressors
  - Social stressors

Types of stressors

- Semmer’s (1984) taxonomy: 3 types of disruptions to goal-oriented action
  - Regulation obstacles
  - Regulation uncertainty
  - Overtaxing regulations
Stress outcomes

<table>
<thead>
<tr>
<th>Individual level</th>
<th>Short-term</th>
<th>Long-term</th>
</tr>
</thead>
<tbody>
<tr>
<td>Physiological reactions</td>
<td>Burnout</td>
<td></td>
</tr>
<tr>
<td>Psychosomatic reactions</td>
<td>Physical illness</td>
<td></td>
</tr>
<tr>
<td>Mood disturbances (agression, hostility, depression)</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Cognitive deficits (attention, working memory)</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Organizational level</th>
<th>Interpersonal conflict</th>
<th>Absenteeism</th>
</tr>
</thead>
<tbody>
<tr>
<td>Interpersonal conflict</td>
<td>Absenteeism</td>
<td></td>
</tr>
<tr>
<td>Absenteeism</td>
<td>Turnover</td>
<td></td>
</tr>
</tbody>
</table>

A model of stress and coping

- Transactional model (Lazarus, 1966)
  - Two-step system of cognitive appraisal

Job performance

- Job performance: **expected value** of a set of **behaviors** an individual carries out over time
  - Job performance is distinct from the actual results of performance
    - Performance is the set of behaviors
    - Results are the **actual outcomes** of those behaviors
Models of job performance

- The “criterion problem”
  - How do we define the construct of job performance?
  - Single “overall” factor? Multiple specific factors?

Models of job performance

- Campbell’s multifactor model
- Task and contextual performance
- Viswesvaran’s multidimensional model

Campbell’s model (1990)

**Determinants**
- Declarative knowledge
- Procedural knowledge
- Motivation

**Behavioral dimensions of performance**
1. Job specific task proficiency
2. Non-job-specific task proficiency
3. Written and oral communications
4. Demonstrating effort
5. Maintaining personal discipline
6. Facilitating peer and team performance
7. Supervision
8. Management and administration
Borman & Motowidlo (1993)

- Task and contextual performance
  - Task performance
    - Transform raw inputs into outputs (manufacturing, sales, etc.)
    - Tasks that maintain the technical core (administration, distribution, etc.)
  - Contextual performance
    - Personal support
    - Organizational support
    - Conscientious initiative

Viswesvaran (1993)

- Data-driven (empirical) model
- Ten factors
  - Overall job performance
  - Productivity
  - Effort
  - Job knowledge
  - Interpersonal competence
  - Administrative competence
  - Quality
  - Communication competence
  - Leadership
  - Compliance with rules

Models of job performance

- Change in focus
  - Single overall factor to multiple factors
  - Which factors are important to the organization?
Stress and performance