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Consequences and moderators of industrial relations stressors

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(MacEwen & Barling, 1986). Conversely, in the present study, significant hardiness effects were found in a South African sample of diverse people involved in IR. Given the different composition of the present sample to past samples, the research findings of this thesis enhance the generalisability of hardiness as a moderator of stress.

However, the magnitude of impact of hardiness on the consequence variables was small. It is suggested, though, that by treating commitment, control and challenge as a univariate measure, important differences might have been masked. Indeed, both Kobasa (1982a) and Ganellen and Blaney (1984) demonstrate the differential role performed by the three hardiness components in moderating the stress-strain relationship. Thus examining the three hardiness components could reveal interesting trends in IR stress research. For example, one of the salient features of IR, particularly in South Africa, is the importance of change (see Chapter 1 & 4). Furthermore, much of the change in IR is unexpected (e.g., wildcat strikes, interpersonal conflicts), and/or beyond personal control (e.g., international boycotts, politically motivated industrial action). Thus, the orientation of viewing change as a challenge, rather than a threat, might be particularly important in dealing with IR stress. Alternatively, feelings of personal control (rather than powerlessness) might not be so important in IR where environmental factors beyond personal control impact on the IR system (Kochan, 1980). (Yet, Kobasa ' 982b) observes that, even if events are beyond personal control, they are best handled in a spirit of control).

Social support. Social support from supervisors and family emerged as significant moderators of the IR stress-job satisfaction relationship. However, (a) the magnitude of the variance explained by the social support variables was extremely small; (b) the directionality of the supervisor support interaction was unclear; and (c) no significant interactions were found for the psychological health or propensity to leave dependent

variables. Consequently, certain refinements to the conceptualisation of social support are warranted in the IR stress model.

First, the impact of social support might have been lessened because only emotional support was assessed. Other kinds of support such as instrumental, informational and appraisal support (House, 1981) may be important moderators of IR stress. For example, in Chapter 4, it was proposed that role ambiguity represents an important source of stress in IR (Nicholson, 1976; Sarakinsky & Crankshaw, 1985; Warren, 1971). Consequently, several items in the IRES were designed to assess role ambiguity (e.g., 'not getting important information', 'not knowing what the other side thinks', 'unsure about your level of authority', 'not knowing how to handle a situation' and 'not knowing who to turn to'). Thus, informational support seems a particularly important moderator of role ambiguity as it applies to IR stress.

Second, although the supervisor has been identified as an important source of support (e.g., Abdel-Halim, 1982; House, 1981; House & Wells, 1978; Wells, 1982), alternate sources of support may be more appropriate in IR stress research. This might be particularly relevant because the fundamental conflict of interests characterising the labour-management relationship (Allen, 1971) may inhibit supervisors offering support or subordinates receiving support.

For example, peer support also attenuates the deleterious consequences of organisational stress (La Rocco *et al.*, 1980). Furthermore, the difficulties associated with supervisor support in IR do not apply to peer support. Therefore, peer support, as a form of social support, warrants inclusion in the revised IR stress model.

Trade union representatives seem well-placed to offer social support to union members (Shostak, 1980). For example, by persuading the organisation not to retrench workers, the union can be instrumental in eliminating an important sources of stress (Gore, 1978; Kinicki, 1985). Alternatively, by negotiating a favourable retrenchment package, the union can moderate the harmful consequences of unemployment (Bluen,

1983b). Therefore, social support offered by trade unions has been included as a moderator in the revised IR stress model.

Family support was found to moderate the IR stress-job satisfaction relationship but exerted no impact on the psychological health or propensity to leave variables. To increase the modest amount of variance explained by family support, certain refinements are suggested. First, the family support variable should be limited to perceived *receipt* of support which should not be confused with perceived *offering* of support (Tardy, 1985). Second, as with the previous sources of social support discussed, classes of support other than emotional support need to be considered. For example, Haywood and Taylor (1981) report that, during a nine-month Canadian strike, wife and community groups formed support committees which provided emotional support and organised food and drink for workers. Their contribution (emotional and instrumental support) greatly reduced the traumatic experiences of the strike (Haywood & Taylor, 1981).

The present study provides modest support for moderator effects in IR stress research. One explanation is that the impact of moderator effects were assessed at only one point in the IR stress model. This limited assessment might have obscured the total moderator effect in the IR stress process. Indeed, some authors suggest that moderator variables intervene at several points in the stress process (e.g., House, 1974; La Rocco *et al.*, 1980; Matteson & Ivancevich, 1979). House's (1974) approach (see Figure 3.1) includes interaction effects between each stage in the stress process. La Rocco *et al.* (1980) go one step further. Not only do they include interaction effects at every stage of the process, they also assess the main effects of moderator variables on each group of variables in their organisational stress model.

The proposed model of IR stress, then, represents a modification of La Rocco *et al.*'s approach. First, whereas La Rocco *et al.* examine only subjective stressors, both subjective and objective IR stressors are included in the IR stress model. Second, whereas La Rocco *et al.*

only consider social support, the moderating effect of social support, hardiness and positive IR events are considered in the proposed model. Thus, with these modifications, a more comprehensive understanding of moderator effects in IR stress is possible.

Covariates

To reduce the potential of third variable effects, all plausible confounds should be controlled statistically (Cook & Campbell, 1976; James *et al.*, 1983). Certain demographic variables that conceptually and empirically related to the dependent variables should be included as covariates. In the present study, age, race and job position were conceptually and statistically related to the dependent variables and warrant inclusion as covariates. Furthermore, because the union related variables, namely, union membership and union position, were associated with the IRES measures (see Table 6.3), their relationship with the dependent variables in future IR stress studies should be assessed for inclusion as covariates.

Feedback Loops

One of the prerequisites of causal analysis is unidirectionality of causal relations (James *et al.*, 1983). Consequently, a unidirectional causal model was tested in the present study. However, unidirectional causality might not be an accurate depiction of the IR stress process. For example, increased stress can elevate levels of irritation (French *et al.*, 1982), hostility (Keenan & Newton, 1984) and poor interpersonal relations (Beehr & Newman, 1978; Quick & Quick, 1984). These outcomes, in turn, can precipitate at least four stressful events included in the IRES (i.e., 'conflict with superiors and subordinates', 'disciplining subordinates', 'intergroup conflict' and 'emotionally charged situ-

ations'), thereby further increasing IR stress levels. Thus, it seems appropriate to include feedback loops in the IR stress model.

Furthermore, the dynamic feedback process reflects the person-environment stress approach wherein there is an ongoing interchange between the individual and the environment (Lazarus, 1966). Indeed, feedback loops appear in many organisational stress models (e.g., Beehr & Newman, 1978; House, 1974; Matteson & Ivancevich, 1979; McGrath, 1976; Strumpfer, 1983; Van Sell *et al.*, 1981). In the proposed IR stress model, then, two-way causal relations are proposed between objective IR stressors and strains, objective IR strassors and illness; subjective IR stressors and strain, and strain and illness. Si lar two-way paths are proposed by Matteson and Ivancevich (1979).

The introduction of two-way causality into the IR stress model ensures that the model is dynamic and sensitive to personal, organisational and environmental changes. Given the importance of change in IR (Kochan, 1980), any IR model should be able to account for such change. The proposed two-way causality of the IR stress model also has implications for IR theory, notably systems theory. Although Dunlop's IR systems theory is widely acclaimed (Blain, 1978; Jackson, 1977; Somers, 1969; Wood *et al.*, 1975; see Chapter 1), his model fails to depict the dynamics of the IR system (Walker, 1977). Subsequently, open system models have been developed that demonstrate the dynamic, ongoing interplay between the elements of the IR system and the wider environment (Bluen & Fullagar, 1986; Craig, 1975; Kochan, 1980).

Of particular relevance to the present discussion is Bluen & Fullagar's (1986) open systems model of IR. They build on the work of Craig (1975) and Kochan (1980) by including a 'personal outputs' component in their model (see Figure 9.2). By 'personal outputs', they specifically refer to the strains ensuing from involvement in the IR process (Bluen & Fullagar, 1986). The inclusion of personal outputs extends existing IR literature to consider the strains associated with the IR process.



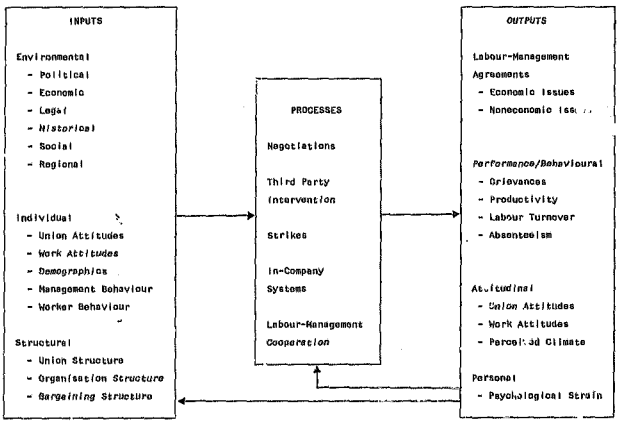

Figure 9.2: An open systems model for the analysis of IR
(Bluon & Fullagar, 1986, p. 623).

The IR stress proposed in the present *thesis fits* well into Bluen and Fullager's (1986) open systems model of IR, since the stressful IR events (included in the *IRES*) cover every facet of their model (see Figure 9.2):

Inputs

Environment:	'problems with accommodation, transport, and schools'
Individual:	'joining a trade union'
Structural:	'not ' ing the authority to enforce your decisions'

Processes

Negotiations:	'being excluded from negotiations'
Third party intervention:	'dealing with conflicting demands'
Strikes:	'strike or lock-out'
In-company systems:	'failure to use IR procedures'
Labour-management cooperation:	'recognition agreements'

Outputs

Labour-management agreements:	'implementing others' unacceptable IR decisions'
Performance/ behaviour:	'making or handling complaints'
Attitudinal:	'lack of trust'

Thus, the IR stress model includes stressors from diverse aspects of the IR system. All these diverse IR stressors potentially impact on the individual, causing personal strain. The fact that stressful IR events are taken from diverse parts of the IR system implies that to some extent, the thesis has achieved its objective - that is, to examine stress in IR in its entirety, rather than limiting the investigation to isolated IR incidents.

Practical Implications of the Study

The theoretical implications of the present study have been discussed in the context of the proposed IR stress model. In addition, there are certain practical implications that have been identified.

The results of the current research provide some evidence that involvement in the practice of IR is stressful and, therefore, can lead to detrimental physical, psychological, behavioural and organisational consequences (e.g., Beehr & Newman, 1978; French & Caplan, 1973; Matteson & Ivancevich, 1979; Quick & Quick, 1984). Therefore, it is important that IR stress is managed in a way that reduces or even eliminates its harmful consequences.

One approach is to reduce the incidence of stressful IR events by ensuring a well-functioning IR system and a healthy IR climate (Bluen & Fullagar, 1986). For example, if an organisation's grievance procedure is working effectively and there is a high level of worker-management trust, it is likely that worker discontent will be handled satisfactorily, using the appropriate channels (Van Coller, 1979), thereby eliminating a potential source of stress. Conversely, if the IR system is not functioning well, the same complaints could be intensified, possibly leading to wildcat strikes which are extremely stressful (Wood & Podler, 1978).

However, it is not always possible to prevent the occurrence of stressful IR events. For example, in South Africa, political factors precipitate industrial action, regardless of the state of the in-company IR climate (Rigby *et al.*, 1986). The worker-management relationship is based on a conflict of interest (Allen, 1971; Bluen, 1986). Therefore, it is unrealistic to expect that conflict can or should be eliminated entirely. Instead, what is required is the appropriate management of conflict, for example, by setting up well-functioning IR systems (e.g., communication, grievance, discipline and worker representative systems) to deal with the conflict effectively (Van Coller, 1979).

In addition, unnecessary conflict can be eliminated, thereby further reducing IR stress levels. In the IRES, several items pertain to such unnecessary conflict (e.g., 'being victimised', 'unfair labour practices', 'injustice and inequality', 'resistance to Black advancement', 'being called abusive names' 'not being treated with human dignity'). These events do not stem from the pluralistic nature of IR (Fox, 1966) but, rather, from a national heritage of discrimination and some unfortunate human characteristics.

Thus IR stress, like conflict, cannot be eliminated. Instead, it needs to be managed appropriately. This can be achieved by focusing on the moderators of IR stress In the case of hardiness, it has been established that hardiness moderates the impact of IR stress. Therefore, one of the selection criteria for positions involving IR should be hardiness. Just as job applicants are assessed, say, for intelligence or managerial capabilities, so too people applying for positions involving IR can be tested for hardiness. In this way, even though incumbents might be exposed to high levels of stress, they will be less likely to experience resultant strain (Kobasa, 1979b, 1982b).

In addition, management or union representatives exposed to high levels of IR stress can be counselled to improve their level of hardiness and, thereby, to cope better with stress.

> "We think that hardiness can be learned at any time in life and ... the most effective means of increasing hardiness in adulthood is likely to be counselling with an expert skilled in techniques to discourage regressive coping in favour of transformational coping" (Maddi & Kobasa, 1984, p. 59).

Maddi and Kobasa (1984) conducted a preliminary study into the effects of eight one-hour hardiness counselling sessions. The experimental group evidenced sizeable increases in transformational coping and decreases in regressive coping. Also, even though the study was of short duration (eight weeks), hardiness scores increased and blood pressure levels decreased for the experimental group but not for the control group: Hardiness counselling improved the executives' coping

mechanisms and decreased their illness risk and physical strain (Maddi & Kobasa, 1984).

Part of the growing popularity of the stress phenomenon has been the proliferation of literature on how to cope with stress (e.g., Brief *et al.*, 1981; Cooper, 1981; Everley & Girdano, 1980; Greenberg, 1980; Greenberg, 1983; Ivancevich & Matteson, 1980; Maddi & Kobasa, 1984; Murphy, 1984; Newman & Beehr, 1979; Quick & Quick, 1984; Sailer, Schlacter & Edwards, 1982; Schuler, 1982). Typically, these authors propose intervention strategies aimed at reshaping the individual's life toward a more healthy existence. Areas of focus include:

1. Improving one's physical condition (i.e., proper diet, reduced intake of harmful substances such as nicotine, alcohol and caffeine, appropriate amount of exercise and sleep and regular medical checks).
2. Improving one's mental state (i.e., moving away from a Type A behaviour pattern, relaxation techniques such as meditation, autogenic training, progressive relaxation and biofeedback, improved self esteem, perceptions, assertiveness, hardiness and anxiety management).
3. Improving general lifestyle (e.g., healthy relationships, family life, sex life, maintaining a balanced existence, leisure, recreation and avocational endeavours, better planning, engaging in pleasant activities, taking regular holidays).
4. Improving work life (e.g., delegating work, participative management, social support, flexible work schedules, task redesign, career development, improved physical work conditions and organisational climate, realistic objective setting).

Murphy (1984) reviewed the limited and varied research on the effectiveness of stress management interventions and concludes "worksite stress management programmes appear to offer promise for helping workers

cope with stress and exert greater control over physiological and psychological systems which are reactive to stress" (Murphy, 1984, p. 1). Thus, high risk IR stress candidates may derive great benefit from attending and following the advice given in stress management programmes. In this way, the harmful consequences of involvement in IR can be reduced.

Besides pointing to the importance of hardiness, the results of the present thesis attest to the statistical significance of the provision of social support as a form of stress management. Cooper (1981) states that environmental support is a necessary, yet overlooked, area of support in the organisation. This neglect can be remedied with the employment of psychologists/counsellors to attend to the emotional needs of the workforce (Cooper, 1981). However, House (1981) observes (a) that not only professionals are eligible for offering support, informal sources of support both at work (e.g., supervisors, peers, and union officials), and outside the workplace (e.g., family and friends) are often more effective than professionals in providing support; and (b) kinds of support, other than emotional (e.g., instrumental, appraisal and informational), are also important moderators of stress (House, 1981).

Non-professional resources at work such as supervisors, peers, and union representatives seem well placed to offer social support to people involved in IR. (However, Ivancevich and Matteson (1980) note that it might be necessary first to modify the organisational climate to render social support a more acceptable aspect of work practice). Brief *et al.* (1981) outline several strategies aimed at improving organisational relationships and, thereby, social support systems:

1. Training for effective communication behaviours
2. Developing delegating skills
3. Developing cohesive work groups
4. Group selection of new employees
5. Developing group autonomy and participation

6. Increasing interpersonal skills and sensitivities with supervisors, colleagues and employees (Brief *et al.*, 1981).

A further important strategy in social support is to be able to identify early symptoms of strain in one's support group and to be able to intervene appropriately (Behling & Holcombe, 1981; Ivancevich & Matteson, 1980). It is suggested that by enhancing effective stress management at work not only would the health of participants benefit, but, given the positive steps involved (e.g., participation in decision-making, effective communication, and group cohesion), the IR climate itself would also improve.

Quick and Quick (1984), for example, discuss a stress management programme that was designed to solve worker problems in a gas company. The company's two local unions endorsed the programme and were represented at the training sessions. Union officials recognised the programme's advantages:

> "The programme saved jobs for members; it avoided the traditional adversary relationship between union and management, emphasising cooperation rather than confrontation; and it removed the pressures of having to defend employees who had become virtually indefensible" (Quick & Quick, 1984, p. 284).

Furthermore, the implementation of joint union-management quality of worklife programmes is gaining popularity. These programmes involve workers in the decision-making process in areas such as safety, work processes, product quality and output, flexible working hours, job content, enrichment, enlargement, rotation, and design, profit-sharing, group bonuses and company ownership (Srinivas, 1981). Such programmes can reduce the potential for IR stress by enhancing performance, employee outcomes (e.g., wages, job satisfaction, job security), and labour-management relations (Schuster, 1982).

However, Bluen and Fullagar (1986) note that there are problems with introducing quality of worklife programmes in South Africa:

1. The level of trust between management and unions is insufficient to foster the requisite cooperative climate necessary in quality of worklife programmes.

2. Quality of worklife projects take for granted that basic security and living conditions are satisfactory (Srinivas, 1981).

> "In South Africa the politico-legal structure, current recession, mass retrenchments, rising inflation, and reduction in real wages means that many basic issues are far from settled. As a result, quality of worklife schemes appear idealistic and naive" (Bluen & Fullagar, 1986, p. 650).

3. Any collaborative union-management effort would first have to overcome worker disillusionment of being denied access to the official South African collective bargaining structures for 60 years. Consequently, quality of worklife schemes would need to be perceived as *additions to*, rather than *replacements of* the regular channels of collective bargaining (Bluen & Fullagar, 1986).

Only once these obstacles have been overcome, can quality of worklife programmes become a viable means of reducing IR stress in South Africa. Failure to resolve these issues before implementing quality of worklife programmes may serve to aggravate, rather than attenuate IR stress.

Implications for Future Research

Although the expanded model of IR stress was based on the empirical findings of this thesis, many additional aspects of the model are speculative at this stage. Considerable research is still required to validate the IR stress model (Bantler & Bonnet, 1980). Throughout the course of this chapter and Chapter 8 reference has been made to salient research priorities. These research implications are summarised below.

The Measurement of Stressful IR Events

Contrary to expectations, in this thesis, IR stress did not predict subsequent strain. One explanation is that the 12-month recall period adopted was too long and that it should be shortened. Thus the effect of differential recall periods of the IRES requires testing. Not only would such research enhance the predictive capacity of the scale, but it might help clarify the confusion regarding recall time in life events research in general (Monroe, 1982b).

A further reason offered for IR stress not predicting subsequent strain was that the time period measuring stress and strain was too long, thereby masking any significant effects. Given the dynamic nature of IR, particularly in South Africa, future research should assess the impact of IR stress over a shorter time period. Furthermore, many of the IRES events concern daily hassles rather than more serious occurrences. Consequently, following the daily events literature (Dohrenwend *et al.*, 1984; Monroe, 1982c; Rehm, 1978; Reich & Zautra, 1983; Stone & Neale, 1984), the minor event items of the IRES should be evaluated separately in a prospective study over a short time period.

A third reason offered for the absence of significant stress-strain findings was the low levels of IR stress recorded for the current sample. Future research could test this proposition by introducing a minimum IR stress cut-off point as a criterion for inclusion in the sample. The investigation of a highly stressed sample may not only demonstrate the stress-strain relationship, but would provide better circumstances for examining moderator effects (see House, 1981; Jayratne & Chess, 1984; Kaplan *et al.*, 1977; La Rocco *et al.*, 1980).

In the present study IR stress has been treated as a univariate phenomenon. Conversely, IR stress may comprise several underlying dimensions. In Chapter 6 one reason offered for not factor analysing the IRES was the uncertainty surrounding which of the three IRES subscales to factor analyse. However, the results of the current research attest to the superiority of the negative impact scale, a finding that also corroborates past research (e.g., Sarason *et al.*, 1978). Consequently,

in line with the approach adopted for some life events scales (e.g., Horowitz, Wilner & Alvarez, 1979; Skinner & Lei, 1980), the negative impact scale of the IRES should be assessed for underlying dimensions of IR stress.

In keeping with previous life events stress models (e.g., Cobb, 1974), objective and subjective stressors have been included in the IR stress model. However, because the inclusion of both stress variables violated the assumption of multicollinearity (Lewis-Beck, 1980), only subjective IR stress was measured in the main study of this thesis. Future research should assess both forms of stress and overcome the problem of multicollinearity by introducing an interval between measuring the occurrence of stressful IR events and the subject's perception of the impact thereof.

The desirable events scale was not considered a suitable measure of IR stress, and was excluded from the main study. However, following recent trends (e.g., Cohen & Hoberman, 1983; Zautra & Simons, 1979), the moderating effects of desirable IR events should be assessed in future research.

Outcomes of the IR Stress Process

Based on the current results, and the literature (e.g., Brenner *et al.*, 1985; Cooper & Marshal, 1976; Cox, 1978; French & Caplan, 1973; House, 1974; Matteson & Ivancevich, 1979; McGrath, 1970; Schuler, 1980), the outcomes of IR stress have been divided into strain and illness components. It remains the task of future research to test the validity of this division.

The present study can be criticised for including only three outcome measures, all of which are assessed using paper-and-pencil self-reports. Consequently, diverse outcomes of IR stress have been proposed in the revised model. Furthermore, different sources of data such as performance (e.g., productivity), behavioural (e.g., absenteeism), and medical (e.g.,

blood pressure) measures, as well as third-party assessments (e.g., supervisory ratings) have been suggested. This multivariate, multi-method approach requires empirical validation.

A further feature of the IR stress model not empirically assessed in the present study but included in other stress models is the feedback loop (e.g., Beehr & Newman, 1978; Matteson & Ivancevich, 1979; McGrath, 1976; Strumpfer, 1983; Van Sell *et al.*, 1981). Future research into IR stress would require confirmatory analysis to test non-recursive models involving reciprocal causation (James *et al.*, 1983). Two such techniques suggested by James *et al.* (1983) are two-stage least squares, and maximum likelihood estimation. The use of these techniques would enable future researchers to assess the validity of the proposed feedback loops in the revised IR stress model.

Moderators of the IR Stress Process

One reason suggested for the modest moderator effects found in the present study was the truncated nature of the empirical model. In the revised model this criticism has been addressed and the basic stress-strain relationship has been expanded to include four elements in the core causal chain (namely, objective stressors, subjective stressors, strain and illness). The implications of this revision is that the moderating variables can influence the causal process at several places. La Rocco *et al.* (1980) tested the impact of moderators at various positions on their model and found different patterns of effects at the various stages of the model. Future IR stress research would need to verify the validity of the various moderator propositions in the revised model. Not only would such research help to identify where the different moderators exert an effect in the IR stress process, but the results would help clarify whether the various moderators exert a main effect, an interaction effect, or a combination of the two. At this stage, the stress resistance research remains ambiguous on the exact role of moderators

in the stress process (e.g., Abdel-Halim, 1982; Billings & Moos, 1982; Sears *et al.*, 1983; Winnubst *et al.*, 1983).

In the present study, hardiness was treated as a univariate composite. However, it has been suggested that treating commitment, control and challenge as separate variables might yield important differential effects (Ganellen & Blaney, 1984; Kobasa, 1982a). Consequently, future IR stress research might benefit by treating the three hardy components as separate moderator variables.

An extremely limited approach was adopted to the measurement of social support in the present research (Tardy, 1985). Future research should investigate the moderator effects of different kinds of social support offered by a variety of work and non-work sources (House, 1981). One source of social support in IR that warrants particular attention is the trade union. Unions are extremely well-placed to offer social support to their members who experience stress (Shostak, 1980). However, no empirical research was found that assesses such trade union support.

Demographic Variables

In the present study, racial differences were observed. However, because race was treated as a covariate, these differences were not explored. Given the racial divisions that permeate the South African society, it might be informative to conduct separate analyses of the IR stress model for the separate race groups. Such a strategy would probably produce different IR stress models for each race group. Indeed, Fullagar (1986) has found evidence of different psychological processes for blacks and whites in a sample of workers in a South African trade union.

Future Research Strategy

In the course of this thesis, many of the criticisms of existing organisational stress research have been discussed. Future IR stress

research, therefore, should avoid repeating past mistakes by adopting certain guidelines set out below:

1. The research should adopt a multivariate framework (Haan, 1977; McGrath, 1970).

2. Prospective, longitudinal analyses designed to meet the pre-requisites of causal models should replace cross-sectional, retrospective studies (Cooper & Marshal, 1976; James *et al.*, 1983; Parkes, 1982).

3. The variables to be measured must be conceptually well-defined and unambiguous, and should be operationalised using psychometrically sound techniques (Beehr & Newman, 1978; Firth, 1985).

4. Instead of relying solely on paper-and-pencil self-reports, data should be gathered from a variety of sources (Beehr & Newman, 1978; Smith, 1975; Staw, 1984).

5. Rather than relying solely on positivist, quantitative research, qualitative, in-depth methods should be incorporated into research designs (Crump *et al.*, 1980; Firth, 1985; Haan, 1977).

6. Instead of imposing a research design on an organisation, the researcher should work with the researched to develop a mutually-acceptable research project (Bluen & Fullagar, 1986; Hall, 1975).

7. Where possible, homogeneous occupational groups should be studied (Beehr & Newman, 1978; Cooper & Marshal, 1976).

By adopting these guidelines in future research it will be possible to attempt to validate the IR stress model proposed in this thesis.

Summary and Conclusion

The present thesis sets out to investigate the stress associated with the practice of IR. A review of the IR and stress literature reveals that, both theoretically and practically, involvement in IR is potentially stressful. However, no attempt has been made to investigate empirically the stress associated with diverse aspects of IR practice. Thus the present research was conducted to address this area of neglect in the literature.

To measure the stress associated with IR involvement it was necessary to develop an appropriate, psychometrically acceptable scale, the IRES. A second study was then conducted to assess the impact of IR stress and three moderator variables (i.e., hardiness, supervisor and family support) on three measures of strain - psychological health, job satisfaction and propensity to leave the organisation.

Results yielded some support for the proposed IR stress model. The findings were then discussed within a conceptual and methodological context. On the basis of the results obtained a revised model of IR stress was proposed. Finally, implications and future research directions were suggested.

From the results obtained in both empirical studies the stress associated with the practice of IR represents a viable area of research. Past research has examined isolated [illegible] of IR such as strikes (e.g., Barling & Milligan, 1985), ret[illegible].g., Kasl & Cobb, 1970, 1980) and worker participation (e.g., [illegible].981). However, the results of the present thesis attest to the importance of examining the stress associated with diverse aspects of the practice of IR *as a whole*. The focus of the present research, then, represents an area of IR that is amenable

to psychological investigation, and, as such, an example of how psychology's neglect of labour issues can be overcome (Fullagar, 1984).

The results of the present thesis also provide support for the life events method of assessing stress. More specifically, Sarason's approach of assessing occurrence and perceived impact of stressful IR events was supported. In keeping with past research (e.g., Sarason *et al.*, 1978) the occurrence and negative impact scales were found to be superior measures of stress than the positive impact scale.

The present results attest to the importance of considering resistance resources such as hardiness and social support when conducting stress research. Future IR stress research would benefit further from considering additional sources (e.g., peers, union representatives, friends), and types (e.g., instrumental, appraisal and informational) of social support.

From the present results it is also suggested that future research would benefit by differentiating between strain and illness outcomes of IR stress. Also, diffarent sources of data (e.g., performance, interview, third-party ratings, medical reports) covering physiological, psychological, behavioural and organizational outcomes should be examined. By adopting these changes, a more comprehensive understanding of the stress associated with the practice of IR can be obtained.

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APPENDIX 1

Covering Letter, Demographic Checklist, and Instruments used in the First Study

1 Jan Smuts Avenue
Johannesburg
2001 South Africa

Telegrams 'Univwits'
Telex 4-27125 SA
(011) 716-1111

UNIVERSITY OF THE WITWATERSRAND, JOHANNESBURG

Telephone (011) 716-2596
Enquiries School of Psychology

Date

Dear Sir/Madam,

At present I am conducting a research project at the School of Psychology, University of the Witwatersrand. The project investigates the effects that various work experiences have on people's health and general well-being. This particular part of the study examines those work-related experiences that you have had in the past year and how you feel about them.

Please would you assist me by completing the attached questionnaire as openly and honestly as possible and returning it to me in the reply-paid envelope. Please note that nowhere are you required to give your name. All your answers are for research purposes only and no person in the organisation for which you work will have any access to your answers.

Thank you very much for your co-operation.

Yours sincerely,

Stephen Bluen

Please answer the following questions about yourself. I do not want to know your name. This is to ensure that nobody will be able to find out who you are from your answers.

1. How old are you? _____ years.

2. Are you male or female? (Place a tick in the appropriate box).

Male	
Female	

3. What race are you? _____.

4. What level of education have you reached?

_____.

5. What is the name of the organisation for whom you work? (OPTIONAL) _____.

6. What is your job title?

_____.

7. How much do you earn per month? (OPTIONAL) R _____ p/m.

8. a) Are you a member of a trade union? (Place a tick in the appropriate box)

Yes	
No	

Only if you ARE a member of a trade union answer the following questions.

b) What is the name of the trade union?
(OPTIONAL) _____.

c) Have you held any position in the trade union in the last year? (eg. shop steward, general secretary etc.) (Place a tick in the appropriate box)

Yes	
No	

d) What is the name of that position?

_____.



Listed below are a number of events that sometimes happen at work. These events bring about changes in the work situation which might have an effect on you.
PLEASE INDICATE WHICH OF THESE EVENTS YOU HAVE EXPERIENCED IN THE PAST YEAR by placing a tick in the column marked "occurred". Only tick the "occurred" column if you have experienced that event in the past year. If not, leave the column blank and proceed to the next item.

Also, for those events which you have experienced, please indicate the extent to which you viewed the event as having either a favourable (good) or an unfavourable (bad) effect on you at the time of occurrance

For example:

	OCCURRED	EXTREMELY UNFAVOURABLE	MODERATELY UNFAVOURABLE	SLIGHTLY UNFAVOURABLE	NO EFFECT	SLIGHTLY FAVOURABLE	MODERATELY FAVOURABLE	EXTREMELY FAVOURABLE
If you found the event - extremely unfavourable ☑ the "occurred" box and the '-3' box	✓	✓	-2	-1	0	+1	+2	+3
If you found the event - moderately unfavourable ☑ the "occurred" box and the '-2' box	✓	-3	✓	-1	0	+1	+2	+3
If you found the event - slightly unfavourable ☑ the "occurred" box and the '-1' box	✓	-3	-2	✓	0	+1	+2	+3
If you found the event - extremely favourable ☑ the "occurred" box and the '+3' box	✓	-3	-2	-1	0	+1	+2	✓
If you found the event - moderately favourable ☑ the "occured" box and the '+2' box	✓	-3	-2	-1	0	+1	✓	+3
If you found the event - slightly favourable ☑ the "occurred" box and the '+1' box	✓	-3	-2	-1	0	✓	+2	+3
If the event occurred but had no effect on you ☑ the "occurred" box and the '0' box	✓	-3	-2	-1	✓	+1	+2	+3
If you have not experienced that event in the past year leave all columns for that item blank and move on to the next item.		-3	-2	-1	0	+1	+2	+3

	OCCURRED	EXTREMELY UNFAVOURABLE	MODERATELY UNFAVOURABLE	SLIGHTLY UNFAVOURABLE	NO EFFECT	SLIGHTLY FAVOURABLE	MODERATELY FAVOURABLE	EXTREMELY FAVOURABLE
1. Changes in work rules		-3	-2	-1	0	+1	+2	+3
2. Conflict with superiors or subordinates		-3	-2	-1	0	+1	+2	+3
3. Retrenchment in the company		-3	-2	-1	0	+1	+2	+3
4. Being involved in negotiations		-3	-2	-1	0	+1	+2	+3
5. Change in colleague or work group support		-3	-2	-1	0	+1	+2	+3
6. Training in industrial relations		-3	-2	-1	0	+1	+2	+3
* 7. Unfair labour practices		-3	-2	-1	0	+1	+2	+3
8. Making sensitive industrial relations decisions		-3	-2	-1	0	+1	+2	+3
9. Dealing with resistance to change		-3	-2	-1	0	+1	+2	+3
10. Strike or lock-out		-3	-2	-1	0	+1	+2	+3
x 11. Being dismissed		-3	-2	-1	0	+1	+2	+3
x 12. Work-related personal injury		-3	-2	-1	0	+1	+2	+3
13. Fear of change		-3	-2	-1	0	+1	+2	+3
14. Convincing others on industrial relations issues		-3	-2	-1	0	+1	+2	+3
*15. Being victimized		-3	-2	-1	0	+1	+2	+3
16. Language problems		-3	-2	-1	0	+1	+2	+3
17. Change in management commitment to industrial relations		-3	-2	-1	0	+1	+2	+3
*18. Being discriminated against		-3	-2	-1	0	+1	+2	+3
19. Disagreeing with decisions		-3	-2	-1	0	+1	+2	+3
20. Dealing with people who lack industrial relations knowledge		-3	-2	-1	0	+1	+2	+3

x Items excluded from the final scale.

* Items included in the 20-item IRES-Short Form.

	OCCURRED	EXTREMELY UNFAVOURABLE	MODERATELY UNFAVOURABLE	SLIGHTLY UNFAVOURABLE	NO EFFECT	SLIGHTLY FAVOURABLE	MODERATELY FAVOURABLE	EXTREMELY FAVOURABLE
21. Fearing the results of one's actions		-3	-2	-1	0	+1	+2	+3
22. Not getting important information		-3	-2	-1	0	+1	+2	+3
23. Disciplining subordinates		-3	-2	-1	0	+1	+2	+3
*24. Failure to use industrial relations procedures		-3	-2	-1	0	+1	+2	+3
*25. Joining a trade union		-3	-2	-1	0	+1	+2	+3
26. Not having the authority to enforce your decisions		-3	-2	-1	0	+1	+2	+3
*27. Being intimidated		-3	-2	-1	0	+1	+2	+3
*28. Being disciplined		-3	-2	-1	0	+1	+2	+3
29. Promotion		-3	-2	-1	0	+1	+2	+3
*30. Shop steward or worker representative elections		-3	-2	-1	0	+1	+2	+3
31. Being criticized		-3	-2	-1	0	+1	+2	+3
*32. Representing others		-3	-2	-1	0	+1	+2	+3
33. Being excluded from negotiations		-3	-2	-1	0	+1	+2	+3
*34. Injustice and inequality		-3	-2	-1	0	+1	+2	+3
*35. Anticipating or being approached by a trade union		-3	-2	-1	0	+1	+2	+3
36. Attending industrial relations meetings		-3	-2	-1	0	+1	+2	+3
x 37. Fear of subordinates		-3	-2	-1	0	+1	+2	+3
*38. Being powerless to act in the face of corruption.		-3	-2	-1	0	+1	+2	+3
39. Not knowing what the other side thinks		-3	-2	-1	0	+1	+2	+3
40. Being forced to change the way you deal with others		-3	-2	-1	0	+1	+2	+3
41. Inter-group conflict		-3	-2	-1	0	+1	+2	+3

x Items excluded from the final scale.

* Items included in the 20-item IRES-Short Form.

	EXTREMELY UNFAVOURABLE	MODERATELY UNFAVOURABLE	SLIGHTLY UNFAVOURABLE	NO EFFECT	SLIGHTLY FAVOURABLE	MODERATELY FAVOURABLE	EXTREMELY FAVOURABLE
42. Emotionally charged situations	-3	-2	-1	0	+1	+2	+3
43. Unsure about your level of authority	-3	-2	-1	0	+1	+2	+3
x 44. Suspended from job	-3	-2	-1	0	+1	+2	+3
45. Dealing with conflicting demands	-3	-2	-1	0	+1	+2	+3
46. Resolving issues or disputes	-3	-2	-1	0	+1	+2	+3
* 47. Resistance to black advancement	-3	-2	-1	0	+1	+2	+3
48. Not knowing how to handle a situation	-3	-2	-1	0	+1	+2	+3
49. Pay rates or increases	-3	-2	-1	0	+1	+2	+3
* 50. Being called abusive names	-3	-2	-1	0	+1	+2	+3
* 51. Not knowing who to turn to	-3	-2	-1	0	+1	+2	+3
* 52. Problems with accommodation, transport, schools, etc.	-3	-2	-1	0	+1	+2	+3
53. Dealing with novel situations	-3	-2	-1	0	+1	+2	+3
54. Implementing other' unacceptable industrial relations decisions	-3	-2	-1	0	+1	+2	+3
* 55. Not being treated with human dignity	-3	-2	-1	0	+1	+2	+3
56. Lack of trust	-3	-2	-1	0	+1	+2	+3
x 57. Difficulty with giving work instructions	-3	-2	-1	0	+1	+2	+3
x 58. Not keeping up with changes	-3	-2	-1	0	+1	+2	+3
59. Dealing with irrational people	-3	-2	-1	0	+1	+2	+3
x 60. Being seen as a sell-out	-3	-2	-1	0	+1	+2	+3

x Items excluded from the final scale.

* Items included in the 20-item IRES-Short Form.

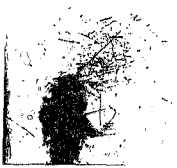
	OCCURRED	EXTREMELY UNFAVOURABLE	MODERATELY UNFAVOURABLE	SLIGHTLY UNFAVOURABLE	NO EFFECT	SLIGHTLY FAVOURABLE	MODERATELY FAVOURABLE	EXTREMELY FAVOURABLE
61. Making or handling complaints		-3	-2	-1	0	+1	+2	+3
62. Dishonesty		-3	-2	-1	0	+1	+2	+3
63. Dealing with people who have different beliefs to you		-3	-2	-1	0	+1	+2	+3
64. Rumours of discontent		-3	-2	-1	0	+1	+2	+3
65. Recognition agreements		-3	-2	-1	0	+1	+2	+3
x 66. Fear of the Security Police		-3	-2	-1	0	+1	+2	+3
67. Inconsistency between official industrial relations policy and practice		-3	-2	-1	0	+1	+2	+3
* 68. Job insecurity		-3	-2	-1	0	+1	+2	+3
* 69. Change in working conditions		-3	-2	-1	0	+1	+2	+3
* 70. Not being represented adequately		-3	-2	-1	0	+1	+2	+3
71. Having your authority or status questioned		-3	-2	-1	0	+1	+2	+3
x 72. Being demoted		-3	-2	-1	0	+1	+2	+3
If you have experienced any other work-related events which have had an effect on your life in the past year, please list and rate them.								
73.		-3	-2	-1	0	+1	+2	+3
74.		-3	-2	-1	0	+1	+2	+3
75.		-3	-2	-1	0	+1	+2	+3

x Items excluded from the final scale.

* Items included in the 20-item IRES-Short Form.

Finally I would like you to answer some questions about your immediate supervisor. If your answer is no tick colum (1). If your answer is yes tick column (3) and if you are not sure tick column (2).

	NO	NOT SURE	YES
76. Is your supervisor friendly and easy to approach?	1	2	3
77. Does your supervisor encourage people to give of their best?	1	2	3
78. Does your supervisor show you how to improve your performance?	1	2	3
79. Does your supervisor encourage people who work for him/her to exchange opinions and ideas?	1	2	3
80. Is your supervisor attentive to what you say?	1	2	3
81. Does your supervisor maintain high standards of performance?	1	2	3
82. Does your supervisor offer new ideas for solving job-related problems?	1	2	3
83. Does your supervisor have confidence and trust in you?	1	2	3
84. Is your supervisor willing to listen to your problems?	1	2	3
85. Does your supervisor encourage the people who work for him/her to work as a team?	1	2	3



76. Finally, how long would you like to stay in this organisation? (Tick appropriate box).

1 year	
2 years	
3 years	
5 years	
10 years	
more than 10 years	

77. If you were completely free to choose, would you prefer to continue working in this organisation or would you prefer not to? (Tick appropriate box).

Yes	
Not sure	
No	

78. If you had to leave work for a while (for example because of pregnancy or illness), would you return to this organisation? (Tick appropriate box)

Yes	
Not sure	
No	

The last set of items deals with various aspects of your job. I would like you to tell me how happy or unhappy you feel with each of these features of your present job. For example in item 76 if you are unhappy with the physical working conditions tick the "I am unhappy" column (1). If you are happy with the physical working condition tick the "I am happy" column (3). If you are not sure how happy you feel about the physical working conditions, tick the "I am not sure" column (2).

	I AM UNHAPPY	I AM NOT SURE	I AM HAPPY
76. The physical working conditions	1	2	3
77. The freedom to choose your own method of working	1	2	3
78. Your fellow workers	1	2	3
79. The recognition you get for good work	1	2	3
80. Your immediate boss	1	2	3
81. The amount of responsibility you are given	1	2	3
82. Your opportunity to use your abilities	1	2	3
83. Industrial relations between management and workers in your company	1	2	3
84. Your chance of promotion	1	2	3
85. The way your company is managed	1	2	3
86. The attention paid to suggestions	1	2	3
87. Your hours of work	1	2	3
88. The amount of variety in your job	1	2	3
89. Your job security	1	2	3

The last set of items deals with various aspects of your job. I would like you to tell me whether the following statements are true or not true of your job.
If the item is true of your job tick the "true" column (1). If the item is not true, tick the "false" column (3). If you are not sure about the item, tick the "not sure column (2).

	TRUE	NOT SURE	FALSE
76. I have to do things that should be done differently	1	2	3
77. I feel certain about how much authority I have	1	2	3
78. I receive an assignment without the manpower to complete it	1	2	3
79. Clear planned goals and objectives exist for my job	1	2	3
80. I have to bend a rule or policy in order to carry out an assignment	1	2	3
81. I know that I have divided my time properly	1	2	3
82. I work with two or more groups who operate quite differently	1	2	3
83. I know what my responsibilities are	1	2	3
84. I receive incompatible requests from two or more people	1	2	3
85. I know exactly what is expected of me	1	2	3
86. I do things that are likely to be accepted by one person and not accepted by others	1	2	3
87. Explanation is clear of what has to be done	1	2	3
88. I receive an assignment without adequate resources and materials to execute it	1	2	3
89. I work on unnecessary things	1	2	3

APPENDIX 2

Covering Letters, Demographic Checklists, and Instruments used in the Main Study

1 Jan Smuts Avenue
Johannesburg
2001 South Africa

Telegrams 'Unwits'
Telex 4-27125 SA
Telephone (011) 716-1111

UNIVERSITY OF THE WITWATERSRAND, JOHANNESBURG

Telephone (011) 716-2596
Enquiries School of Psychology
Date

Dear Sir/Madam,

Thank you very much for completing the questionnaire I sent you some six months ago. As indicated in the previous covering letter, the questionnaire forms part of a longitudinal study to assess the effects that various work experiences have on people's health and general well-being. This objective can only be achieved if people complete the questionnaire again after a set period (i.e. 6 months).

Please would you assist me once more by responding to the questionnaire as it applies to you today and returning it in the self-addressed, pre-paid envelope. Once again let me assure you that your responses will be treated in the strictest of confidence.

As soon as all the follow-up data has been gathered and analysed I will post you a copy of the findings.

Thanks again for your cooperation.

Yours sincerely,

Stephen Bluen
Lecturer
SCHOOL OF PSYCHOLOGY.

SB33

Please answer the following questions about yourself. Your responses will be treated with strict confidentiality.

1. What is your name ? _____

2. What is your postal address ? _____

_____

3. Are you a male or female ? (Place a tick in the appropriate box).

MALE	
FEMALE	

4. How old are you ? _____ years.

5. What race are you ? _____

6. What level of education have you reached ? _____

7. What is your job title ? _____

8. How much do you earn per month ? (Optional). R _____ per month.

9. What is the name of the organisation for whom you work ? (Optional)

_____

10. How long have you been working for this organisation ? _____ years.

11. (a) Are you a member of a trade union ? (Place a tick in the appropriate box).

YES	
NO	

ONLY IF YOU ARE A MEMBER OF A TRADE UNION, answer the following questions :

(b) What is the name of the trade union ? (Optional)

_____

(c) Have you held any position in the trade union in the last year ? (eg. shop steward, general secretary, etc.) (Place a tick in the appropriate box).

YES	
NO	

(d) What is the name of that position ? _____

12. Finally, what is today's date ? _____/1984.

FOLLOW-UP QUESTIONNAIRE

TODAY'S DATE: _____

Please answer the following questions about yourself. Your responses will be treated with strict confidence.

1. What is your name? ----------

2. What is your postal address? ----------

3a. Has your level of education changed in the last six months?
(Place a tick in the appropriate box).

YES	
NO	

3b. If YES, give details ----------

4a. Has your job title changed in the last six months?
(Place a tick in the appropriate box).

YES	
NO	

4b. If YES, what is your new job title? ----------

5a. Has your salary/wage rate increased in the last six months?
(Place a tick in the appropriate box).

YES	
NO	

5b. If YES, how much do you now earn per month? (Optional) R _____ per month

6a. Have you changed your job in the last six months?
(Place a tick in the appropriate box)

YES	
NO	

6b. If YES, why did you change your job? ----------

7a. Have you joined a trade union in the last six months?
(Place a tick in the appropriate box)

YES	
NO	

7b. If YES, why did you join the trade union? ----------

Listed below are a number of events that sometimes happen at work. These events bring about changes in the work situation which might have an effect on you.

PLEASE INDICATE WHICH OF THESE EVENTS YOU HAVE EXPERIENCED IN THE PAST YEAR by placing a tick in the column marked "occurred". Only tick the "occurred" column if you have experienced that event in the past year. If not, leave the column blank and proceed to the next item.

Also, for those events which you have experienced, please indicate the extent to which you viewed the event as having either a favourable (good) or an unfavourable (bad) effect on you at the time of occurrence.

For example :

	OCCURRED	EXTREMELY UNFAVOURABLE	MODERATELY UNFAVOURABLE	SLIGHTLY UNFAVOURABLE	NO EFFECT	SLIGHTLY FAVOURABLE	MODERATELY FAVOURABLE	EXTREMELY FAVOURABLE
If you found the event - extremely unfavourable								
☑ the "occurred" box and the '-3' box	✓	✓	-2	-1	0	+1	+2	+3
If you found the event - moderately unfavourable								
☑ the "occurred" box and the '-2' box	✓	-3	✓	-1	0	+1	+2	+3
If you found the event - slightly unfavourable								
☑ the "occurred" box and the '-1' box	✓	-3	-2	✓	0	+1	+2	+3
If you found the event - extremely favourable								
☑ the "occurred" box and the '+3' box	✓	-3	-2	-1	0	+1	+2	✓
If you found the event - moderately favourable								
☑ the "occurred" box and the '+2' box	✓	-3	-2	-1	0	+1	✓	+3
If you found the event - slightly favourable								
☑ the "occurred" box and the '+1' box	✓	-3	-2	-1	0	✓	+2	+3
If the event occurred but had no effect on you								
☑ the "occurred" box and the '0' box	✓	-3	-2	-1	✓	+1	+2	+3

If you have not experienced that event in the past year leave all columns for that item blank and move on to the next item.

	OCCURRED	EXTREMELY UNFAVOURABLE	MODERATELY UNFAVOURABLE	SLIGHTLY UNFAVOURABLE	NO EFFECT	SLIGHTLY FAVOURABLE	MODERATELY FAVOURABLE	EXTREMELY FAVOURABLE
1. Changes in work rules		-3	-2	-1	0	+1	+2	+3
2. Conflict with superiors or subordinates		-3	-2	-1	0	+1	+2	+3
3. Retrenchment in the company		-3	-2	-1	0	+1	+2	+3
4. Being involved in negotiations		-3	-2	-1	0	+1	+2	+3
5. Change in colleague or work group support		-3	-2	-1	0	+1	+2	+3
6. Training in industrial relations		-3	-2	-1	0	+1	+2	+3
7. Unfair labour practices		-3	-2	-1	0	+1	+2	+3
8. Making sensitive industrial relations decisions		-3	-2	-1	0	+1	+2	+3
9. Dealing with resistance to change		-3	-2	-1	0	+1	+2	+3
10. Strike or lock-out		-3	-2	-1	0	+1	+2	+3
11. Fear of change		-3	-2	-1	0	+1	+2	+3
12. Convincing others on industrial relations issues		-3	-2	-1	0	+1	+2	+3
13. Being victimised		-3	-2	-1	0	+1	+2	+3
14. Language problems		-3	-2	-1	0	+1	+2	+3
15. Change in management commitment to industrial relations		-3	-2	-1	0	+1	+2	+3
16. Being discriminated against		-3	-2	-1	0	+1	+2	+3
17. Disagreeing with decisions		-3	-2	-1	0	+1	+2	+3
18. Dealing with people who lack industrial relations knowledge		-3	-2	-1	0	+1	+2	+3
19. Fearing the results of one's actions		-3	-2	-1	0	+1	+2	+3
20. Not getting important information		-3	-2	-1	0	+1	+2	+3
21. Disciplining subordinates		-3	-2	-1	0	+1	+2	+3
22. Failure to use industrial relations procedures		-3	-2	-1	0	+1	+2	+3
23. Joining a trade union		-3	-2	-1	0	+1	+2	+3

	OCCURRED	EXTREMELY UNFAVOURABLE	MODERATELY UNFAVOURABLE	SLIGHTLY UNFAVOURABLE	NO EFFECT	SLIGHTLY FAVOURABLE	MODERATELY FAVOURABLE	EXTREMELY FAVOURABLE
24. Not having the authority to enforce your decisions		-3	-2	-1	0	+1	+2	+3
25. Being intimidated		-3	-2	-1	0	+1	+2	+3
26. Being disciplined		-3	-2	-1	0	+1	+2	+3
27. Promotion		-3	-2	-1	0	+1	+2	+3
28. Shop steward or worker representative elections		-3	-2	-1	0	+1	+2	+3
29. Being criticised		-3	-2	-1	0	+1	+2	+3
30. Representing others		-3	-2	-1	0	+1	+2	+3
31. Being excluded from negotiations		-3	-2	-1	0	+1	+2	+3
32. Injustice and inequality		-3	-2	-1	0	+1	+2	+3
33. Anticipating or being approached by a trade union		-3	-2	-1	0	+1	+2	+3
34. Attending industrial relations meetings		-3	-2	-1	0	+1	+2	+3
35. Being powerless to act in the face of corruption		-3	-2	-1	0	+1	+2	+3
36. Not knowing what the other side thinks		-3	-2	-1	0	+1	+2	+3
37. Being forced to change the way you deal with others		-3	-2	-1	0	+1	+2	+3
38. Inter-group conflict		-3	-2	-1	0	+1	+2	+3
39. Emotionally charged situations		-3	-2	-1	0	+1	+2	+3
40. Unsure about your level of authority		-3	-2	-1	0	+1	+2	+3
41. Dealing with conflicting demands		-3	-2	-1	0	+1	+2	+3
42. Resolving issues or disputes		-3	-2	-1	0	+1	+2	+3
43. Resistance to Black advancement		-3	-2	-1	0	+1	+2	+3
44. Not knowing how to handle a situation		-3	-2	-1	0	+1	+2	+3
45. Pay rates or increases		-3	-2	-1	0	+1	+2	+3
46. Being called abusive names		-3	-2	-1	0	+1	+2	+3
47. Not knowing who to turn to		-3	-2	-1	0	+1	+2	+3

	OCCURRED	EXTREMELY UNFAVOURABLE	MODERATELY UNFAVOURABLE	SLIGHTLY UNFAVOURABLE	NO EFFECT	SLIGHTLY FAVOURABLE	MODERATELY FAVOURABLE	EXTREMELY FAVOURABLE
48. Problems with *accommodation, transport, schools, etc*		-3	-2	-1	0	+1	+2	+3
49. Dealing with novel situations		-3	-2	-1	0	+1	+2	+3
50. Implementing others' unacceptable industrial relations decisions		-3	-2	-1	0	+1	+2	+3
51. Not being treated with human dignity		-3	-2	-1	0	+1	+2	+3
52. Lack of trust		-3	-2	-1	0	+1	+2	+3
53. Dealing with irrational people		-3	-2	-1	0	+1	+2	+3
54. Making or handling complaints		-3	-2	-1	0	+1	+2	+3
55. Dishonesty		-3	-2	-1	0	+1	+2	+3
56. Dealing with people who have different beliefs to you		-3	-2	-1	0	+1	+2	+3
57. Rumours of discontent		-3	-2	-1	0	+1	+2	+3
58. Recognition agreements		-3	-2	-1	0	+1	+2	+3
59. Inconsistency between official industrial relations policy and practice		-3	-2	-1	0	+1	+2	+3
60. Job insecurity		-3	-2	-1	0	+1	+2	+3
61. Change in working conditions		-3	-2	-1	0	+1	+2	+3
62. Not being represented adequately		-3	-2	-1	0	+1	+2	+3
63. Having your authority or status questioned		-3	-2	-1	0	+1	+2	+3
If you have experienced any other work-related event which have had an effect on your life in the past year, please list and rate them.								
64.		-3	-2	-1	0	+1	+2	+3
65.		-3	-2	-1	0	+1	+2	+3
66.		-3	-2	-1	0	+1	+2	+3
67.		-3	-2	-1	0	+1	+2	+3

The items below consist of attitudes with which you may or may not agree. Please place a tick in the column that best describes your reaction for each item.

	Agree	Not sure	Disagree
1. Most of life is wasted in meaningless activity			
2. I find it difficult to imagine enthusiasm concerning work			
3. It doesn't matter if people work hard at their jobs, only a few bosses profit			
4. Ordinary work is too boring to be worth doing			
5. The belief in individuality is only justifiable to impress others			
6. Unfortunately, people don't seem to know that they are only creatures after all			
7. The young owe the old complete economic security			
8. A retired person should be free of all taxes			
9. New laws should not be passed if they damage one's income			
10. There are no conditions which justify endangering the health, food and shelter of one's family or of one's self			
11. Pensions large enough to provide for dignified living are the right of all when age or illness prevents one from working			
12. Those who work for a living are manipulated by the bosses			
13. Thinking of yourself as a free person leads to great frustration and difficulty			
14. Often I do not really know my own mind			

Please indicate which of the two statements provided in each item below BETTER represents your attitude by ticking the appropriate box.

15.	a. Becoming a success is a matter of hard work ; luck has little or nothing to do with it.	a	
	b. Getting a good job depends mainly on being in the right place at the right time	b	
16.	a. As far as world affairs are concerned, most of us are the victims of forces we can neither understand nor control	a	
	b. By taking an active part in political and social affairs the people can control world events	b	

17.	a. Most people don't realise the extent to which their lives are controlled by accidental happenings	a	
	b. There is really no such thing as "luck"	b	
18.	a. Sometimes I can't understand how supervisors arrive at work evaluations	a	
	b. There is a direct connection between how hard I work and the evaluations I get	b	
19.	a. Many times I feel that I have little influence over the things that happen to me	a	
	b. It is impossible for me to believe that chance or luck plays an important role in my life	b	
20.	a. What happens to me is my own doing	a	
	b. Sometimes I feel that I don't have enough control over the direction my life is taking	b	

1. How long would you like to stay in this organisation ? (Tick appropriate box).

1 year		2 years		3 years		5 years		10 years		More than 10 years	

Please tick appropriate box :	No	Not sure	Yes
2. If you were completely free to choose, would you prefer to continue working in this organisation ?			
3. If you had to leave work for a while (for example because of pregnancy of illness), would you return to this organisation ?			

The following questions refer to your immediate supervisor. Please indicate how you feel by ticking the appropriate column for each item.

	TO A VERY LITTLE EXTENT	TO A LITTLE EXTENT	TO SOME EXTENT	TO A GREAT EXTENT	TO A VERY GREAT EXTENT
1. How friendly and easy to approach is your supervisor ?					
2. When you talk with your supervisor, to what extent does he pay attention to what you're saying ?					
3. To what extent is your supervisor willing to listen to your problems ?					

The statements which follow refer to feelings and experiences which occur to most people at one time or another in their relationships with their families. Please indicate whether you agree or disagree with each statement by ticking the appropriate column for each item.

	No	Don't know	Yes
1. My family gives me the moral support I need			
2. I get good ideas about how to do things or make things from my family			
3. Most other people are closer to their family than I am			
4. When I confide in the members of my family who are closest to me I get the idea that it makes them uncomfortable			
5. My family enjoys hearing about what I think			
6. Members of my family share many of my interests			
7. Certain members of my family come to me when they have problems or need advice			
8. I rely on my family for emotional support			
9. There is a member of my family I could go to if I were just feeling down, without feeling funny about it later			
10. My family and I are very open about what we think about things			
11. My family is sensitive to my personal needs			
12. Members of my family come to me for emotional support			
13. Members of my family are good at helping me solve problems			
14. I have a deep sharing relationship with a number of members of my family			
15. Members of my family get good ideas about how to do things or make things from me			
16. When I confide in members of my family, it makes me uncomfortable			
17. Members of my family seek me out for companionship			
18. I think that my family feels that I'm good at helping them solve problems			
19. I don't have a relationship with a member of my family that is as close as other people's relationships with family members			
20. I wish my family were much different			

The following items are designed to assess how happy you feel with various aspects of your job. Please indicate how you feel by ticking the appropriate column for each item.

	I AM UNHAPPY	I AM NOT SURE	I AM HAPPY
1. The physical working conditions			
2. The freedom to choose your own method of working			
3. Your fellow workers			
4. The recognition you get for good work			
5. Your immediate boss			
6. The amount of responsibility you are given			
7. Your opportunity to use your abilities			
8. Industrial relations between management and workers in your company			
9. Your chance of promotion			
10. The way your company is managed			
11. The attention paid to suggestions			
12. Your hours of work			
13. The amount of variety in your job			
14. Your job security			

Have you recently :

1. been able to concentrate on whatever you're doing ?

Better than usual	Same as usual	Worse than usual	Much worse than usual

2. lost much sleep over worry ?

Not at all	No more than usual	Rather more than usual	Much worse than usual

3. felt that you are playing a useful part in things ?

More so than usual	Same as usual	Less useful than usual	Much less useful

4. felt capable of making decisions about things ?

More so than usual	Same as usual	Less so than usual	Much less capable

5. felt constantly under strain ?

Not at all	No more than usual	Rather more than usual	Much more than usual

6. felt that you couldn't overcome your difficulties ?

Not at all	No more than usual	Less able than usual	Much less able

7. been able to enjoy your normal day-to-day activities ?

More so than usual	Same as usual	Less so than usual	Much less than usual

8. been able to face up to your problems ?

More so than usual	Same as usual	Less able than usual	Much less able

9. been feeling unhappy and depressed ?

Not at all	No more than usual	Rather more than usual	Much worse than usual

10. been losing confidence in yourself ?

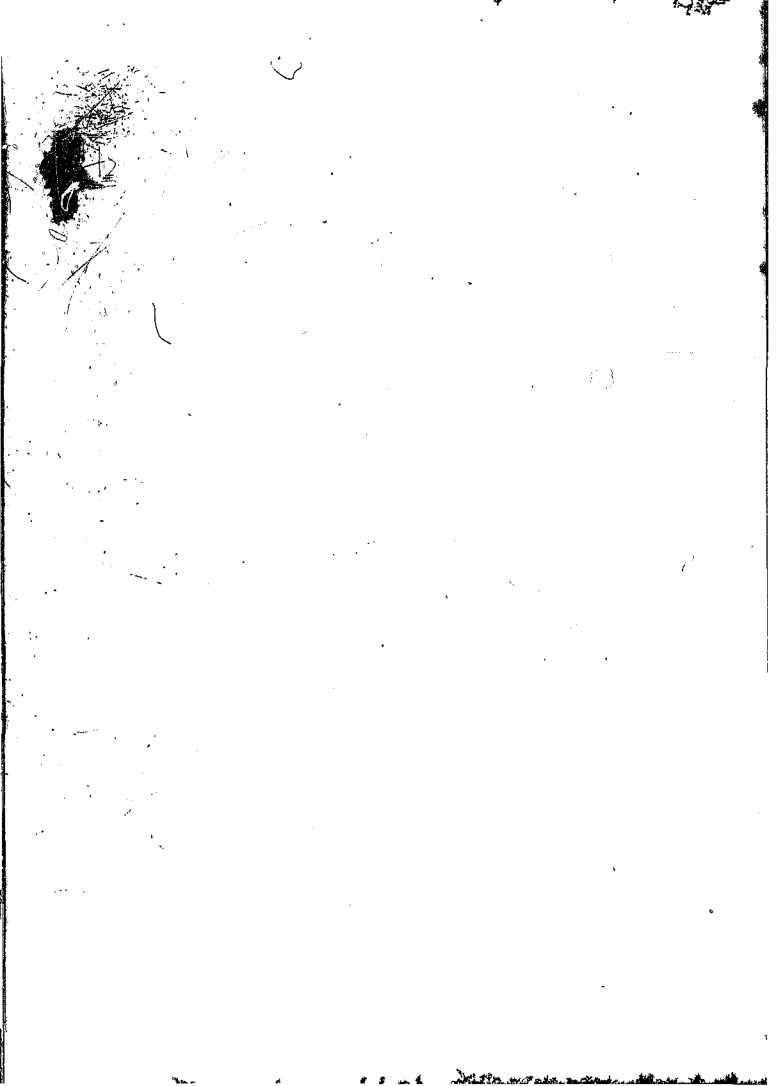
Not at all	No more than usual	Rather more than usual	Much worse than usual

11. been thinking of yourself as a worthless person ?

Not at all	No more than usual	Rather more than usual	Much worse than usual

12. been feeling reasonably happy, all things considered ?

More so than usual	About same as usual	Less so than usual	Much less than usual



Author Bluen Stephen David
Name of thesis Consequences And Moderators Of Industrial Relations Stressors. 1986

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