

Index

- absenteeism and working days lost 35, 83–4, 87
- Africa 27
- apathy 85–6
- appraising threats 47
- Asia 27, 70–71
- austerity 23
- Australia 18
- Austria 18, 39, 41
- autonomy *see* control factors
- awareness 114, 124, 129, 132

- Bank of America 61, 62
- banking 4
 - banking runs 21
 - overleverage 13–14
 - temporary work contracts 61, 62
- Barber, Brendan 42, 57
- Belgium 18
 - unemployment (2001–2011) 38
 - youth (2009–2011) 41
- biofeedback 131
- borrowing *see* debt
- Brazil 19
- Bulgaria 38, 41, 63
- bullying and violence 36, 43–4, 46
- Burke, R.J. and C.L. Cooper (2008) 60
- burnout and reduced social interaction 85–6

- Canada 18, 59, 84
- car sales 79
- challenge 47, 127, 134
- change 5, 6–7, 61, 103, 127
 - reviewing the psychological contract 41, 128–9
 - see also* uncertainty and insecurity
- China 6, 17–18, 69, 79
- cognitive-behavioural approach 114, 115
- commitment 127
- communication and information 44–5, 107–8, 109–10, 112
- competitiveness and advantage 26
 - global competition 52–3
 - workforce reduction and 66, 89
- confirmative biases 30–31
- construction companies 90
- consumerism and on-demand culture 61, 65
- control factors 42–3, 107, 123, 125–6, 127
 - self-awareness, self-management 124, 129, 132
 - trade unions' role 60
- Cooper, Professor Cary L. vi (2013) 113
 - Burke, R.J. and (2008) 60
 - Fotinos-Ventouratos, R. and (1998) 43, 46, 107
 - Lundberg, U. and (2011) 130
 - Weinberg, A. and (2012) 7–8, 115–17
 - Worrall, L. and (2012) 69, 80, 85–6, 101, 106–7, 111
- coping strategies 113–18
 - emotional techniques 132–3
 - fitness programmes for strain symptoms 116–17
 - hope 122, 134
 - individual and organizational responsibilities 117–18
 - objectivity 123
 - physical wellbeing 129–30
 - positive versus negative approaches 122–3
 - relaxation time 130–31
 - resilience, resistance and stamina 126–8
 - reviewing the psychological contract 128–9
 - self-appraisal 124, 129, 132
 - self-management 132

- self respect 123–5
- social awareness 132, 134
- stress management techniques 113–14
- symptom awareness 114
- coping, the term 121–2
- coronary heart disease 116–17, 130
- costs of stress 76–95
 - financial 5–6, 35, 84, 87–8, 108
 - ill-health *see* health issues, causes and costs
 - lifestyle choices 81
 - organizational level 87–90
 - societal level 90–93
 - political and social unrest 54, 79, 91–2
 - reluctance to interact 85–6
 - social provision 78
 - unemployment rates 38–9, 41
 - summary 93–5
- crime 7–8
- crises *see* economic crises model; economic crisis (2008)
- Croatia 39
- Cyprus 38, 41
- Czechoslovak Republic 38, 41
- debt 18
 - affecting investment 76
 - borrowing triggering crises 21–2
 - default and rescheduling 22, 24, 25, 27–9
 - euro deficit data 55
 - lack of state transparency 22–3
 - sovereign external debt 22, 29
 - willingness and ability to repay 23–4
- demographics 61
- Denmark 18, 85
 - unemployment (2001–2011) 38
 - youth (2009–2011) 41
- Dewe, P.J. 102–3
- distributional imbalance of wealth 26
- DRAG (Deficit Reduction Anaemic Growth) 54
- economic crises model 20–31
 - avoidance (history repeating itself) 22–4, 26, 30–31
 - competitiveness and self-interest 26
 - components 20–21
 - confirmative biases factor 30–31
 - Great Depression (1930s) 23, 117–18
 - political and psychosocial considerations 23–4
 - prevailing triggers 21–2
 - productivity issues and monopolies 30
 - repetitive debt default and rescheduling 24–9
 - economic crisis (2008)
 - origins 11–19
 - cumulative tally of default and rescheduling 24–9
 - failure to act 26
 - mortgage meltdown and debt 12–14, 76
 - psychological impact of 3–4, 37
 - in China 17–18
 - in Europe 14–17
 - work morale 46
 - recovery claims 92–3
 - Economic Research and Investment Strategy 92
 - Economist Intelligence Unit 55–6
 - Egypt 22, 23
 - Einstein, Albert 65
 - emotional coping techniques 132–3
 - emotional intelligence 132
 - Employee Assistance Programmes (EAP) 118
 - employment changes *see* work changes
 - employment contracts 61, 92
 - empowerment 42–3, 107, 123
 - trade unions' role 60
 - engagement surveys 113
 - Estonia 38, 41
 - euro crisis stressor 4, 8–9
 - deficit and debt (2009–2012) 55
 - foundational flaws 15–17, 22
 - 'rescue' packages 16
 - troika negotiations 43
 - European Union 14–17, 87, 78–9
 - debt default and rescheduling 25
 - labour unit costs 15–16
 - Maastricht Treaty 15
 - social unrest 91–2
 - unemployment (2001–2011) 38, 90, 92
 - youth (2009–2011) 41, 51–2, 66
 - see also* individual country names

- European Agency for Safety and Health at Work 87
- European Working Conditions Survey (2006) 5
- expectations 40–41, 128
- family issues *see* work–life imbalance
- financial costs of stress 5–6, 35, 84, 87–8, 108
- Finland 18, 39, 41, 46
- fitness programmes 116–17
- focus groups 113
- Fotinos-Ventouratos, Professor Ritsa vi
- Cooper, C.L. and (1998) 43, 46, 107
- France 15, 78–9
- debt 18, 22
- unemployment (2001–2011) 38
- youth (2009–2011) 41
- G-20 group of countries 12
- Germany 15, 18, 78, 87
- unemployment (2001–2011) 38
- youth (2009–2011) 41
- global affairs 78–9
- global competition 52–3
- global downturn 52–4
- Goleman, Daniel 132
- governments
- debt and transparency 22–3
- political and psychosocial factors 23–4
- regulation of work 52–5
- social provision 78
- Great Depression (1930s) 23, 117–18
- Greece 4–5, 16, 37, 84
- debt 18, 22
- social provision 78
- unemployment (2001–2011) 38, 76
- youth (2009–2011) 41
- health issues, causes and costs and coping strategies 129–30
- mental 81–2
- absenteeism and cost to employer 83–4, 87
- reluctance to interact (burnout) 85–6
- resignations and cost to employer 87–8
- suicide rates 4–5, 78, 82
- physical 46, 57, 77, 79–81
- heart disease and fitness programmes 116–17, 130
- metabolic syndrome 117
- presenteeism 63, 84–5, 88–9
- Holland 78
- hope 122, 134
- hours of work *see* working hours
- Hungary 39, 41
- identity 7
- India 6, 19
- individual and organizational frictions 51–73
- company actions
- costs and cutbacks 40–41
- restructuring and downsizing 44–5, 70
- costs of *see* costs of stress
- long hours culture 60–64
- macro factors (globalization and governments) 52–6
- producing ‘symbolic’ stressors 7
- managerial level 44–5, 67–9, 77, 79–80, 86, 106–7
- micro factors 56–64
- employee control issues 60
- family and childcare issues 61–2, 63, 66, 69–72
- increased performance assessment 68
- increased workloads 58–60, 65–6
- job insecurity effects 56–8
- longer work hours 42–3, 59
- drivers of 62–3
- short-lived employment contracts 61
- summary 72–3
- technological changes 64–7
- see also* occupational stress; organizational effectiveness
- individual wellbeing, future agenda 121–34
- information and communication 44–5, 107–8, 109–10, 112
- ING Bank, Netherlands 116

- insecurity *see* uncertainty and insecurity
- Inter-Heart Study 81
- International Congress of Applied Psychology 113
- International Labour Organization 89, 91
- investment houses 13–14
- Ireland 5, 15
- unemployment (2001–2011) 38
- and emigration 16
- youth (2009–2011) 41
- Italy 15, 18, 63
- unemployment (2001–2011) 38
- youth (2009–2011) 41
- Jahoda, Maria 7
- Japan 18, 39, 59
- job losses 44–5
- Judge, Paul 68–9
- Knapp, Jimmy 60
- Kneale, Dennis 65
- knowledge 44–5, 107–8, 109–10, 112
- labour unit costs, Europe 15–16
- Latin America 24, 25
- Latvia 38, 41
- leadership style 110–13
- employee/manager communication 109–10
- roles and relationships 108–9
- Leahy, Terry 111
- learning from history 20–31
- Lithuania 38, 41
- long hours culture 42–3, 59–64
- Lundberg, U. and Cooper, C.L. (2011) 130
- Luxembourg 38, 41
- Maastricht Treaty 15
- macroeconomic factors *see* individual and organizational frictions
- Malta, unemployment 39, 41
- managerial stresses 77, 79–80, 106–7
- by employment level 86
- downsizing 44–5
- producing abrasive style 67–9
- managerial supportive style 109–13
- manufacturing 78
- Medicash 59, 63
- Merrill Lynch 61
- metabolic syndrome 117
- methodological issues 102–3
- Montenegro 63
- mortgage meltdown 12–14
- Murrell, P. (1982) 30
- negativity 122–3, 132
- Nestlé 116
- Netherlands 16, 18, 78, 87, 116
- unemployment (2001–2011) 39
- youth (2009–2011) 41
- NICE (National Institute for Clinical Excellence) 87–8, 111
- NICE (Non-Inflationary Continuous Expansion) 53–4
- Norway 18, 39
- objectivity and psychological hardiness 123, 126–7
- occupational stress 35–49
- appraising threats 47
- assessment (21st century) 48–9
- bullying and violence 36, 43–4, 46
- costs of *see* costs of stress
- early research into 36
- job insecurity 37, 56–8
- psychological strain 47–8
- working days lost through 35
- see also* individual and organizational frictions
- on-demand culture 61, 65
- organizational causes of stress *see* individual and organizational frictions
- organizational costs of strain 87–90
- organizational effectiveness 101–18
- coping strategies (methodological issues) 102–3
- coping strategies (practical) 113–18
- fitness programmes for strain symptoms 116–17
- stress management techniques 113–14
- symptom awareness 114
- intervention strategies to maximize effectiveness 105–6
- supportive leadership style and strategies 110–13

- valuing employees 11, 103–4, 117–18
- workers' wellbeing, sustainability
 - criteria 106–10
 - '6-essentials' framework 108–9
 - employee/manager communication 109–10
 - see also* individual and organizational frictions
- organizational effects of stress *see* managerial stresses
- Oxford Economics 5
- part-time employment 92
- pensions 7
- performance assessment 68
- Poland 39, 41, 61, 63
- Portugal 18, 22, 37
 - unemployment (2001–2011) 39
 - youth (2009–2011) 41, 51
- positivity 122–3
- presenteeism 63, 84–5, 88–9
- Primitive Production Function model 11
- problem-solving abilities 126
- production input factors 11
- productivity issues and monopolies 30
- psychological contract 41, 128–9
- psychological hardiness and objectivity 123, 126–7
- psychological implications of economic crisis *see* coping strategies; economic crisis (2008); individual and organizational frictions; occupational stress
- psychological strain 47–8
- public disturbances 15, 54, 79, 91–2
- Rational Emotional Therapy (RET) 115
- redundancy 44–5
- relaxation techniques 130–31
- reliance upon technical devices 64–7
- Reinhard, C.M. and K.S. Rogoff (2003) 21, 26–7, 29
- resilience and adaptability 48–9, 77, 126–8, 134
- Robertson, I.T. and J. Flint-Taylor (2009) 108–9
- role conflict 108
- Romania 23, 39, 41
- Russia 19, 22
- Sainsbury Centre for Mental Health 89
- self-appraisal/self-awareness 124, 129, 132
- self-interest 26
- self-management 132
- self respect 123–5, 125
- Simplyhealth 105, 108, 109, 110, 112
- Slovenia 39, 41, 63
- social awareness 132, 134
- social interaction 85–6
- social provision 78
- societal strains, cost of 90–93
 - global unemployment figures 38–9, 41
 - political and social unrest 15, 54, 79, 91–2
 - reluctance to interact 85–6
 - social provision 78
- South Korea 6
- Spain 13, 15, 37, 61
 - debt and bankruptcy 18, 22, 51, 90
 - unemployment (2001–2011) 37, 38
 - youth (2009–2011) 41
- Spanish National Statistics Institute 90
- strain 86
 - coping with symptoms 116–17
 - costs at organizational level 87–90
 - costs at societal level 90–93
- STRATFOR 51–2, 66, 78–9, 90
- stress, costs of *see* costs of stress
- stress, input and output dynamics 53
- stress management *see* coping strategies
- stressors *see* individual and organizational frictions; occupational stress; organizational effectiveness
- suicide rates 4–5, 78, 82
- The Sunday Times* 'Best Companies to Work For' survey 103, 104, 106, 111, 112
- Sweden 18, 39, 41, 63, 84
- 'symbolic' stressors 7
- symptom awareness 114
- technological changes 64–7
- temporary employment contracts 61

- Terkel, Studs (1972) 3
- '3Cs' 127
- Towers Watson
- Global Workforce study 57, 58–9, 66
 - Health, Wellbeing and Productivity study 70
- trade union action 60, 79
- Trade Union Congress 42, 57
- training programmes 112
- trust 69
- Turkey 22, 23, 39
- uncertainty and insecurity 36
- communicating bad news and 44–5
 - health issues resulting from 46, 57
 - job insecurity 37, 56–8
 - re-employment strategies 124–5, 128–9
 - stress as threat or challenge 47, 127
 - see also* change
- unemployment 11, 21, 49, 78–9
- global (2001–2011) 38–9
 - percentage rates 4
 - redundancy 44–5
 - role of technological change 66–7
 - seeking work strategies 124–5, 128–9
 - youth 4, 16, 41–2, 51–2, 66–7
- Unite 57
- United Kingdom
- crime 7–8
 - debt 18
 - financial cost of stress 5–6
 - resignation/replacement costs 87–8
 - through mental ill-health 84, 108
 - unemployment rates and (2001–2011) 39
 - youth (2009–2011) 41
 - working days lost 35
- Foresight Project on Mental Capital and Wellbeing 68, 108
- Health and Safety Executive Board 5, 45, 48, 106
- social effects of crisis 15
 - employment tribunals 67
 - on family life 93
 - health issues 57, 63, 68, 117
 - increased workloads 58–9
 - long work hours 42
 - management stresses 77, 79–80, 106–7
 - trades reports and surveys 42
 - United States of America 12–14, 63, 87
 - abusive management 67
 - debt 18
 - employee wellbeing 107–8, 116
 - export patterns (Murrell's hypothesis) 30
 - Institute for Occupational Health and Safety 107
 - new jobs 92
 - unemployment (2001–2011) 39, 92 (2013) 92
- Weinberg, A. and C.L. Cooper (2012) 7–8, 115–17
- wellbeing *see* coping strategies
- work changes 5, 6–7, 61, 103, 127
- reviewing the psychological contract 41, 128–9
- Work Foundation 42
- work morale 46
- work–life imbalance 61–4, 69–72
- pervasive technologies 64–7
- workforce as key economic determinant 11
- working days lost 35, 48
- working hours 42–3, 59–64
- increase percentages 59
- workloads 58–60, 65–6, 107
- workplace, costs of strain 87–90
- World Economic Forum 113
- World Health Organization 5, 81, 105
- Worrall, L. and C.L. Cooper (2012) 69, 80, 85–6, 101, 106–7, 111

