THE JOB STRESS INTERVENTION MATRIX: A NEW CONCEPTUAL FRAMEWORK FOR HIGHER EDUCATION IN THE POST-COVID WORLD

Barry A. Friedman, Elizabeth Keida, and Najah Zaaed

The BRC Academy Journal of Business 11, no. 1 (2021): 83–115.

<https://dx.doi.org/10.15239/j.brcacadjb.2020.11.01.ja03>

WEB APPENDIX

<https://dx.doi.org/10.15239/j.brcacadjb.2021.11.01.wa03>

Table 1: Job The Stress Intervention Matrix

Feldman's Socialization Phases				
		Anticipatory (Pre-hire)	Encounter (Onboarding <12 months)	Acquisition (Ongoing Performance)
Social Ecological Model	Public Policy	Employment Law Labor Regulations Union vs. non-union Incentives and benefits Inclusion/Cultural Policies Labor Market Recruiting	Opportunity Guidelines Enhanced Accountability Workload Modifications	Mental health policy Mental Health Insurance Coverage Regulations/Law (Title IX) Pay Equity and Fairness
	Community	Clear Service Expectations Collaboration Opportunities Location in the Community Reputation and Experiences	Walkability Parks	Shared services across organizations (e.g., NGOs). Health Fairs Safety Provisions
	Organizational	Cultural norms Accreditation/Affiliations Websites Parking/Transportation/Travel Development Support	Orientation Stress Mgt Employee Assistance Prog. Training and development Clear Communications Entrepreneurial thinking	Campus climate Class schedule Work/life balance
	Interpersonal	Stress Reduce Reviews Discrimination Prevention Provide Support Services Social Media and Networks Crime and Safety Statistics Family and Partner Support	Collegial Culture/Teams Collaboration opportunities Location on Campus Entrepreneurial thinking	Multi-method Support Approach Inclusive Social Events Constructive Competitiveness Mentorship
	Individual	Increase Motivation & Efficacy Increase Change Readiness Provide Variable Pay	1:1 counseling Autonomy Realistic goals Mentorship	Realistic Pay Expectations Reduce Mental Health Stigma Promote Health & Wellness