

## **WORKPLACE STRESS MANAGEMENT FOR ORGANISATION WELLBEING**

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### **ABSTRACT**

Word related pressure is extensively known to impact all reasons for living and order of workers. It is of uncommon stress to the board, delegates and various accomplices of the affiliation; every action seems to have a potential stressor. Consistent effort on research over decades has outfitted us with information on Occupational pressure. Research prescribes that nature and level of Occupational pressure contrasts transversely over industry and moreover in business establishments inside an industry. The reasoning could be as Occupational pressure is the eventual outcome of association of an individual with the working environment and as every movement has its own special normal condition and every individual isn't exactly equivalent to another, the nature and effect of pressure changes from occupation to business and individual to person. Word related pressure is the ambiguous response of the body to any demand put upon it. It is a mental and physical condition which impacts an individual's gainfulness, suitability, singular prosperity and nature of work. Generally, most delegates feel some sentiment of heading and accomplishment about their occupations, which can be incredibly satisfying and inevitable. In any case, work can similarly be a huge weight, with due dates to meet, work over-load and irksome directors setting great weight and strain on workers. Accordingly, occupations and the working environment normally produce pressure, which if not properly dealt with, can achieve negative and broken lead at work.

### **INTRODUCTION**

Work stress is recognized world-wide as a major challenge to workers' health and the healthiness of their organizations. Workers who are stressed are also more likely to be unhealthy, poorly motivated, less productive and less safe at work. Their organizations are less likely to be successful in a competitive market. Stress can be brought about by pressures at home and at work. Employers cannot usually protect workers from stress arising outside of work, but they can protect them from stress that arises through work. Stress at work can be a real problem to the organization as well as for its workers. Good management and good work organization are the best forms of stress prevention. If employees are already stressed, their manager should be aware of it and know how to help. Work-related stress is the response people may have when presented with work demands and pressures that are not matched to their knowledge and abilities and which challenge their ability to cope.

Stress in individual is defined as any interference that disturbs a persons' healthy mental and physical well being. It occurs when the body is required to perform beyond its normal range of capabilities. Stress is the way that you react physically, mentally and emotionally to various conditions, changes

and demands in your life. High levels of stress can affect your physical and mental well being and performance.

Stress occurs in a wide range of work circumstances but is often made worse when employees feels they have little support from supervisors and colleagues and where they have little control over work or how they can cope with its demands and pressures. There is often confusion between pressure or challenge and stress and sometimes it used to excuse bad management practice. Pressure at the workplace is unavoidable due to the demands of contemporary work environment. Pressure perceived as acceptable by an individual, may even keep workers alert, motivated, able to work and learn, depending on the available resources and personal characteristics. However, when that pressure becomes excessive or otherwise unmanageable it leads to stress. Stress can damage your workers, health and your business performance. Stress results from a mismatch between the demands and pressures on the person, on the one hand, and their knowledge and abilities, on the other. It challenges their ability to cope with work. This includes not only situations where the pressures of work exceed the worker's ability to cope but also where the worker's knowledge and abilities are not sufficiently utilized and that is a problem for them. A healthy job is likely to be one where the pressures on employees are appropriate in relation to their abilities and resources, to the amount of control they have over their work, and to the support they receive from people who matter to them. As health is not merely to absence of disease or infirmity but a positive state of complete physical, mental and social well-being), a healthy working environment is one in which there is not only an absence of harmful conditions but an abundance of health promoting ones.

#### *Eustress*

Eustress is one of the helpful types of stress. It is the type of stress you experience right before you have the need to exert physical force. Eustress prepares the muscles, heart, and mind for the strength needed for whatever is about to occur.

Eustress can also apply to creative endeavors. When a person needs to have some extra energy or creativity, eustress kicks in to bring them the inspiration they need. An athlete will experience the strength that comes from eustress right before they play a big game or enter a big competition. Because of the eustress, they immediately receive the strength that they need to perform. When the body enters the fight or flight response, it will experience eustress. The eustress prepares the body to fight with or flee from an imposing danger. This type of stress will cause the blood to pump to the major muscle groups, and will increase the heart rate and blood pressure to increase. If the event or danger passes, the body will eventually return to its normal state.

#### *Distress*

Distress is one of the negative types of stress. This is one of the types of stress that the mind and body undergoes when the normal routine is constantly adjusted and altered. The mind is not comfortable with this routine, and craves the familiarity of a common routine. There are actually two types of distress: acute stress and chronic stress.

#### *Acute Stress*

Acute stress is the type of stress that comes immediately with a change of routine. It is an intense type of stress, but it passes quickly. Acute stress is the body's way of getting a person to stand up and take inventory of what is going on, to make sure that everything is well.

### *Chronic Stress*

Chronic stress will occur if there is a constant change of routine for week after week. Chronic stress affects the body for a long period of time. This is the type of stress experienced by someone who constantly faces moves or job changes

### **FACTORS CONTRIBUTING WORK STRESS**

Poor work organization that is the way we design jobs and work systems, and the way we manage them, can cause work stress.

Excessive and otherwise unmanageable demands and pressures can be caused by poor work design, poor management and unsatisfactory working conditions. Similarly, these things can result in workers not receiving sufficient support from others or not having enough control over their work and its pressures.

Research findings show that the most stressful type of work is that with values excessive demands and pressures that are not matched to workers' knowledge and abilities, where there is little opportunity to exercise any choice or control, and where there is little support from others. The more the demands and pressures of work are matched to the knowledge and abilities of workers, the less likely they are to experience work stress. The more support workers receive from others at work, or in relation to work, the less likely they are to experience work stress. The more control workers have over their work and the way they do it and the more they participate in decisions that concern their jobs, the less likely they are to experience work stress.

Most of the causes of work stress concern the way work is designed and the way in which organizations are managed. Because these aspects of work have the potential for causing harm, they are called 'stress related hazards'. The literature on stress generally recognizes nine categories of stress-related hazards and these are listed in Table 1. One should keep in mind, through, that some of these hazards may not be universal or may not be considered harmful in specific cultures.

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### **Job Content**

- Monotonous, under-stimulating, meaningless tasks
- Lack of variety
- Unpleasant tasks
- Aversive tasks

### **Workload and Work pace**

- Having too much or too little to do
- Working under time pressures

### **Working Hours**

- Strict and inflexible working schedules
- Long and unsocial hours
- Unpredictable working hours
- Badly designed shift systems

### **Participation and Control**

- Lack of participation in decision making
- Lack of control (for example, over work methods, Work pace, working hours and the work environment)

### **Career Development, Status and Pay**

- Job insecurity
- Lack of promotion prospects
- Under-promotion or over-promotion
- Work of 'low social value'
- Piece rate payments schemes
- Unclear or unfair performance evaluation systems
- Being over-skilled or under-skilled for the job

### **Role in the Organization**

- Unclear role
- Conflicting roles within the same job
- Responsibility for people
- Continuously dealing with other people and their Problems

### **Interpersonal Relationships**

- Inadequate, inconsiderate or unsupportive supervision
- Poor relationships with co-workers
- Bullying, harassment and violence
- Isolated or solitary work
- No agreed procedures for dealing with problems or complaints

### **Organizational Culture**

- Poor communication
- Poor leadership
- Lack of clarity about organizational objectives and Structure

### **Home-Work Interface**

- Conflicting demands of work and home
- Lack of support for domestic problems at work
- Lack of support for work problems at home

### **POTENTIAL SOURCES OF EMPLOYEE STRESS**

There are three categories of potential stressors:

- Environmental factor
- Organization factor
- Individual factors

#### **I Environmental factors:**

Just as environmental uncertainty influences the design of an organization. Changes in business cycle create economic uncertainties.

##### **a) Political uncertainties:**

If the political system in a country is implemented in an orderly manner, there would not be any type of stress.

##### **b) Technological uncertainties:**

New innovations can make an employee's skills and experiences obsolete in a very short period of time. Technological uncertainty therefore is a third type of environmental factor that can cause stress. Computers, robotics, automation and other forms of technological innovations are threat to many people and cause them stress.

#### **II Organization factors:**

There are no storages of factors within the organization that can cause stress; pressures to avoid error or complete tasks in a limited time period, work overload are few examples.

Task demands are factors related to a person's job. They include the design of the individual's job working conditions, and the physical work layout.

#### **III Individual factors:**

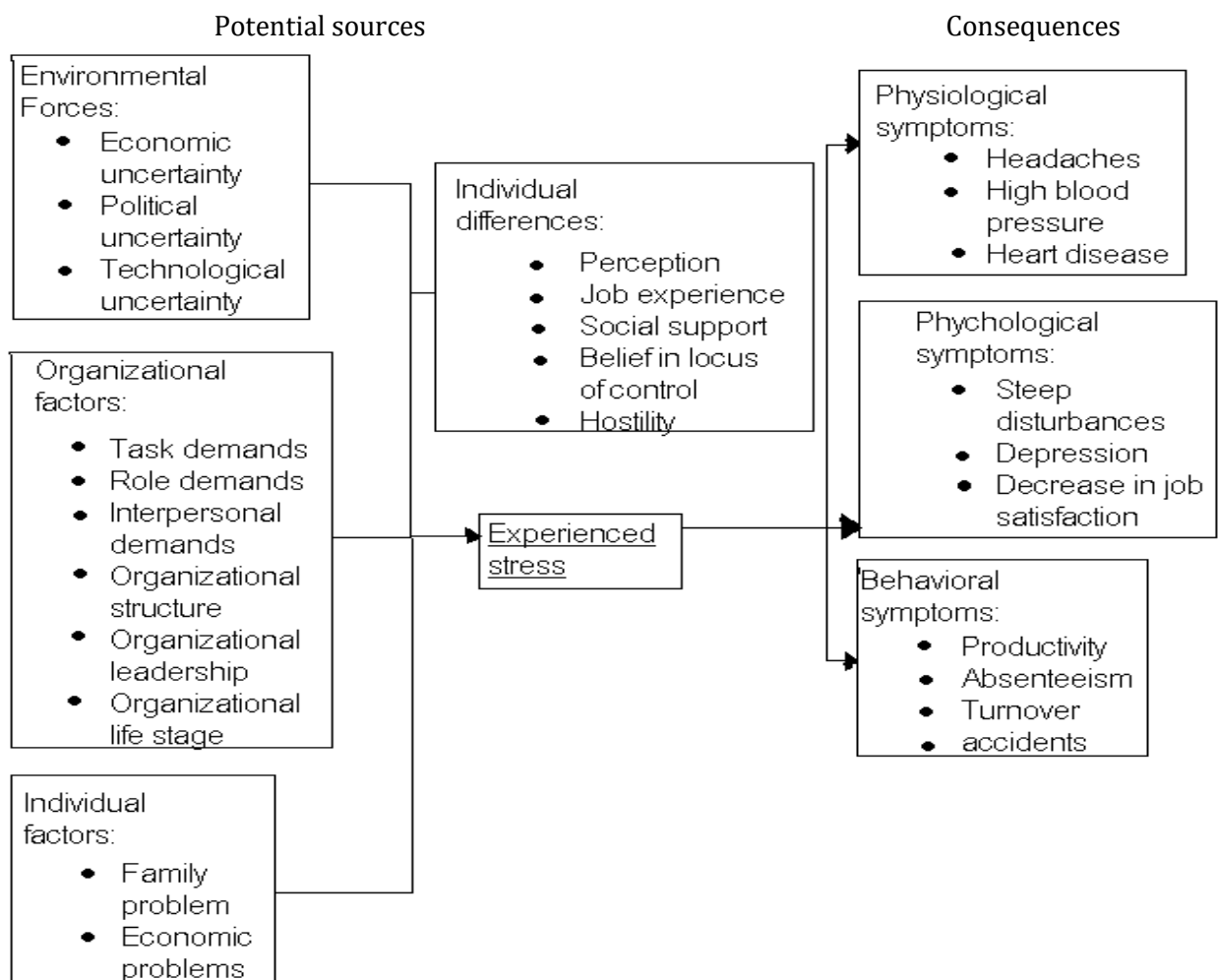
The typical individual only works about 40 hrs a week. The experience and problems that people encounter in those other 128 non-work hrs each week can spell over to the job.

#### **Family problems:**

National surveys consistently show that people hold family and discipline, troubles with children are examples of relationship problems that create stress for employee and that aren't at the front door when they arrive at work.

#### **Economic problems:**

Economic problems created by individuals overextending their financial resources are another set of personal troubles that can create stress for employees and distract their attention from their work



**EFFECTS OF EMPLOYEE STRESS**

Stress affects different people in different ways. The experience of employee stress can cause unusual and dysfunctional behavior at work and contribute to poor physical and mental health. In extreme cases, long-term stress or traumatic events at work may lead to psychological problems and be conducive to psychiatric disorders resulting in absence from work and preventing the worker from being able to work again.

When under stress, people find it difficult to maintain a healthy balance between work and non-work life. At the same time, they may engage in unhealthy activities, such as smoking drinking and abusing drugs. Stress may also affect the immune system, impairing people’s ability to fight infections Stress shows itself number of ways. For instance, individual who is experiencing high level of stress may develop high blood pressure, ulcers, irritability, difficulty in making routine decisions, loss of appetite, accident proneness, and the like. These can be subsumed under three categories:

- ☉ Individual consequences
- ☉ Organizational consequence

### **Individual consequences**

Individual consequences of stress are those, which affect the individual directly. Due to this the organization may suffer directly or indirectly, but it is the individual who has to pay for it. Individual consequences of stress are broadly divided into behavioral, psychological and medical.

- ❖ Behavioral consequences of stress are responses that may harm the person under stress or others. Behaviorally related stress symptoms include changes in productivity, turnover, as well as changes in eating habits, increased smoking or consumption of alcohol, paid speech, and sleep disorders.
- ❖ Psychological consequences of stress relate to an individual mental health and well-being from or feeling depressed. Job related stress could cause dissatisfaction, in fact it has most psychological effect on the individual and lead to tension, anxiety irritability, and boredom.
- ❖ Medical consequences of stress affect a person's well being. According to a research conducted, it revealed that stress could create changes in metabolism, increase heart and breathing rates, increases blood pressure bring out headaches and induce heart attacks.

### **Organizational consequences**

- ❖ Decline in performance can translate into poor quality work or a drop in productivity. Promotions and other organizational benefits get affected due to this.
- ❖ Withdrawal behavior also can result from stress. Significant form of withdrawal behavior is absenteeism.
- ❖ One main affect of employee stress is directly related to attitudes. Job satisfaction, morale and organizational commitment can all suffer, along with motivation to perform at higher levels.

### **COPING STRATEGIES**

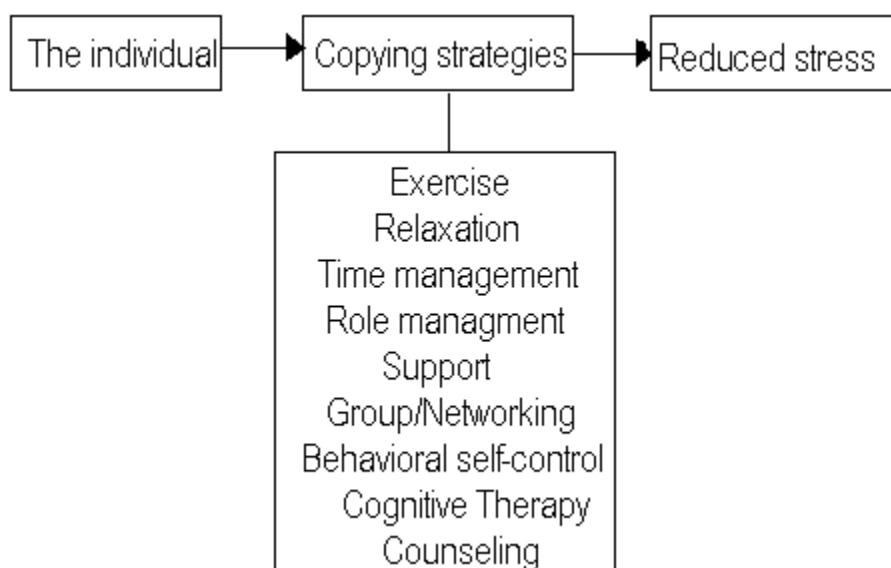
Coping strategies are defined as methods employed by people to deal with situations that require a tremendous investment of their resources such as time and effort. In the workplace, coping by the individual is an adaptation process for maintaining interpersonal relationships, solving task-related problems, and ameliorating the emotional consequences of stressful events. In the management literature, coping strategies have been studied in terms of their relationships to job loss, new jobs and adjustment to work, business disasters, and role demands such as burnout. These investigations have varied in type of occupation, organization, and gender considered. This article analyzes an instrument that has been developed for identifying coping strategies used in these situations



The effects of stress are directly linked to coping. The study of coping has evolved to encompass large variety of disciplines beginning with all areas of psychology such as health psychology, environmental psychology, neuro psychology and developmental psychology to areas of medicine spreading into the area of anthropology and sociology. Dissecting coping strategies into three broad components, (biological/physiological, cognitive, and learned) will provide a better understanding of what the seemingly immense area is about.

### A) Individual coping strategies

Many strategies for helping individuals manage stress have been proposed



#### i) Exercise: -

One method by which individual can manage their stress is through exercise. People who exercise regularly are known to less likely to have heart attacks than inactive people are. Research also has suggested that people who exercise regularly feel less tension and stress are more conflict and slow greater optimism.

#### ii) Relaxation: -

A related method individual can manage stress is relaxation. Coping with stress require adaptation. Proper relaxation is an effective way to adopt. Relaxation can take many forms. One way to relax is to take regular vacations; people can also relax while on the job (i.e. take regular breaks during their normal workday). A popular way of resting is to sit quietly with closed eyes for ten minutes every afternoon.

#### iii) Time management: -



Time management is an often recommended method for managing stress, the idea is that many daily pressures can be eased or eliminated if a person does a better job of managing time. One popular approach to time management is to make a list, every morning or the things to be done that day. Then you group the items on the list into three categories: critical activities that must be performed, important activities that should be performed, and optimal or trivial things that can be delegated or postponed, then do more of the important things done every day.

iv) Support Groups: -

This method of managing stress is to develop and maintain support group. A support group is simply a group of family member or friends with whom a person can spend time. Supportive family and friends can help people deal with normal stress on an ongoing basis. Support groups can be particularly useful during times of crisis.

v) Behavioral Self-Control: -

In ultimate analysis, effective management of stress presupposes exercise of self-control on the part of an employee. By consciously analyzing the cause and consequences of their own behavior, the employees can achieve self-control. They can further develop awareness of their own limits of tolerance and learn to anticipate their own responses to various stressful situations. The strategy involves increasing an individual's control over the situations rather than being solely controlled by them.

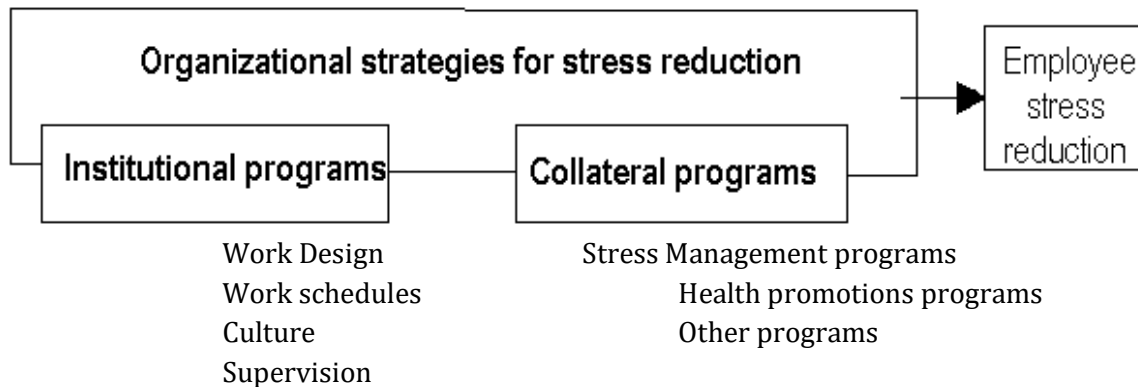
vi) Counseling:

Personal counseling helps employees understand and appreciate a diverse workforce, the holistic approach adopted by the counselor gives him a comprehensive view of the employee as client and enables him to deal with the issues of work-related problems in a larger context with his awareness of the inter-relationship among problems in adjustment with self, other and environment and that a work concern will affect personal life and vice-versa, the employee would receive help regarding the problem in all life.

## **B) Organizational Coping Strategies**

The most effective way of managing stress calls for adopting stressors and preventing occurrence of potential stressors.'

Two basic organizational strategies for helping employees manage stress are institutional programs and collateral programs.



i) Institutional programs:-

Institutional programs for managing stress are undertaken to established organizational mechanism for example, a properly designed job and word schedules can help ease stress. Shift work in particular can constantly have to adjust their sleep and relaxation patterns. Thus, the design of work schedules should be a focused of organizational efforts to reduce stress. The organization’s culture can also used to help to manage stress. The organization should strive to foster a culture that reinforces a healthy mix of work and nonworking activities. Finally, supervision can play an important institutional role in overload. In managing stress a supervisor is a potential manager source of overload. If made aware of their potential for assigning stressful amounts of work, supervisors can do a better job keeping workloads reasonable.

ii) Collateral programs:

In addition to their institutional efforts aimed at reducing stress, many organizations are turning to collateral programs. A collateral stress program in an organizational program specifically created to help employees deal with stress. The organizations have adopted stress management programs, health promotion programs and other kinds of programs for this purpose.

**CONCLUSION**

Word related pressure is a response of a person to a situation which is either observed as attempting or undermining. Stress making negative results addresses inconvenience while stress that invigorates activity addresses eustress. Where on one side associations are basically stressed over execution of their laborers, at the proportionate time on opposite side they have a moral commitment of keeping worry at reasonable level. The Occupational pressure and execution relationship proposes that when both positive and negative effects of pressure are recognized then associations should attempt to restrict the troubling effects of pressure. Or on the other hand possibly examines should be finished to perceive how pressure ought to be used sufficiently in order to improve the show of workers. It is obvious that impression of updates is urgent to isolate among eustress and inconvenience. Further assessments ought to be done to get some answers concerning harbingers to the production of a specific observation. It is noteworthy for relationship to perceive factors that impact execution. Other than various leveled factors individual elements like, conjugal status, family structure, social help and so on ought to be perused for their impact on agent execution. For any

affiliation predominant subordinate relationship shapes the essential unit of formal definitive relationship. In government affiliations where boss dependability is seen and disciplinary frameworks are long and dull, dealing with subordinates requires propriety. This can be settled by directing exceptional getting ready projects on authority and managerial abilities. Numerous on numerous occasions it has been seen that development can be terrible for laborers concerned and their families. Development is an organization condition for central government agents. A preparation program that oversees how to manage trades and various issues related to it will in general be led.

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