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## **The Study of Organizational Change in Relation to Job Stress of Employees**

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Change is the inevitable feature of any organization. Every moment individual and society; individual and organization needs to have planned change in their structure, technology and/or its people. Thus, the study carried out on organizational change in relation to job stress is of immense value. To cope up with this competitive environment every organization has to introduce new change according to the need of this dynamic world. Whenever there is any changes taken place in the organization employees started to feel lack of confidence and nervousness and it creates stress among the employees.

Key words:-*organizational change, job stress, organization, implementation of change*

### **INTRODUCTION**

Over the past few decades stress is emerging as an increasing problem in organizations. Stress is vigorous state in which a person is confronted with an opportunity, demand, or resource related to what the individual wishes and for which the outcome is perceived to be both vague and vital. Stress has a positive consequence on employees of any organization but up to certain vicinity up to which an employee can grapple with it, mostly it exceeds the bearable limits and has a negative result on employees.(Anderson, 2002) find out that Work to family conflicts is also a predecessor which creates stress in employees of an organization. Employees Job stress has been also perceive as dysfunctional for organizations and their members.

### **EFFECT OF ORGANIZATIONAL CHANGE ON JOB STRESS**

(Rafferty and Griffin ,2006) examines the perception of organizational change they explain that broader and more extensive changes could generate greater feedback effects as well as feelings of unfairness and injustice, which are harder to overcome for both employees and organizations. The broader the change, the more significant the perception of change is likely to be. They argue that employee emotional response to change will be greater in cases significant modifications to core organizational structures, as the perception of change is greater in such instances. As a consequence of these dynamics, broad changes to the organization are likely to be more problematic than more focused one.



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Bridgewater and Sherwood (1956) have indicated in the Columbia Encyclopedia, stress is the internal force exerted by one part of a body upon the adjoining part, while strain is the deformation or change in dimension occasioned by stress. When body is subjected to pull it is said to be under tension, and when it is being pushed, i.e., is supporting a weight, it is under compressive stress. Shearing stress results from a force tending to make part of the body or one side of a plane slide past the other. Tensional stress occurs when external forces tend to twist a body around an axis. Thus, Stress has become a part of life. Nowadays, everyone seems to be talking about stress. We also hear it not only in daily conversation but also through television, radio, the newspapers, conferences, stress centers, and university courses devoted to the topic. Remarkably, few people define the concept the same way and hardly bother to attempt for a clear-cut definition. In general, stress occurs when biological and physiological needs, as well as external demands and pressures are greater than the ability of the individual to adapt.

Jamal (1990) reckon when there is a poor fit between the individual's abilities and his/her work environment, in which exclusive demands are made of an individual or the individual is not fully prepared to handle a specific situation. When the work assignment is assigned to an employee and it exceeds his/her capabilities, skills, knowledge and abilities then he/she will have to face the job stress.

Baker et al. (2010) identified when workload and time pressure to complete the work assignment in short span of time is a big source of job stress which leads to lower organization commitment. When work assignment is given to an employee and it exerts pressure on him/her to complete the work assignment in time and give him/her no freedom to complete the work assignment according to his/her convenient schedule then an employee views his/her job more stressful. Employees suffer from higher level of job-related stress if existences of job-related stress factors are more in the working environment. Job related stress factors are work load, long working hours, having no information about the work assignment, role ambiguity, unsupportive supervision and not good relationship with colleagues and supervisors. If these factors are not resolves by organization then they lead to the job stress and reduce the employee commitment with the organization.

### **ORGANIZATIONAL JOB STRESSOR**

When an organization introduces change employees started to feel lack of confidence and nervousness. Employees are familiar with their old environment they started feel whether they can cope with the new changes or not this creates job stress among employees. There are lots of job stressor occurs in the organization during change process.



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**Role Ambiguity:** A state in which the person has inadequate information to perform his role (information about work objectives, scope and responsibility of the job, expectation of significant others and scope of jurisdiction and authorities).

**Role Conflict:** A situation where the demands made on a person are contradictory or are in conflict with his own expectations and working style.

**Role Overload:** A state in which the work responsibility given to a person needs more time and resources than is available to him.

**Responsibility for Persons:** A person has the responsibility for the work, productivity and development of many employees.

**Poor Peer-Relations :** A situation in which relationships coworkers are characterized by low trust, low supportiveness and low interest in listening to and trying to deal with the problems confronting the other.

**Strenuous Working Conditions:** Lack of comfort and safety on the job.

**Unprofitability:** Poor compensation and reward for the work done.

**Under participation:** Lack of one's influence on decision making process of the organization

**Intrinsic Impoverishment:** Lack of opportunity to realize one's potential abilities and develop one's aptitude.

## CONSEQUENCES OF JOB STRESS

The impact of job stress on employee from the telecom sector was used for this analysis. Job stress has been measured by conflict at work, workload and physical environment. When employees become stressful they also become dissatisfied with their job. Studied an association between job stress and job performance between managers and blue-collar employees. Stress on job can be stated as the outcome of an individual due to the working environment from which he feels unsecured. Distant pertinence are envisaged between job stress and performance: positive linear, U-shaped and curvilinear, , negative linear and no relationship between the stress and performance. In this study blue-collar and managerial workers in Canadian firm are surveyed through structured questionnaire. Variables used for this study were job stress, job performance, and organizational commitment. A negative linear pertinence between job stress and job performance was erect. Very finite indication is seen for curvilinear or no association.

(R. Anderson, 2003) find that Stress exists in every organization either big or small the work places and organizations have become so much complex due to which it exists, work place stress has significant effects over the employees job performance.



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## CONCLUSION

In this study, focus had been on the organizational change in terms of its effect on job stress. Organizational change playing a crucial role in today's scenario. Each and every organization has to manage this organizational change properly by adopting proper change management practices for minimizing job stress. Further work is needed to assess the intensity of effect of organizational change on job stress. Further investigation may help to exactly map the intensity of effect of organizational change on job stress in different types of organizations.

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