

Study stress at Management level

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Abstract:

In the recent years, enormous development has been witnessed in the world of business and management. It has been consistently changing the style of working, the perceptions and the reciprocations. Managing the organization is no longer the same as it used to be. The management has changed drastically so the environment in an organization. Employees are like arteries of a business, it is important to keep them working without any pressure. The working environment is expected to be stress free, which will maximize the effectiveness of the employees without impelling. If employees are forced and strained to achieve the objective of the organization, then this turns out to be stress. The stress level varies from department to department, and occurs due to working environment, polices, role conflict, overloading of work, communication gap etc. There is hardly a place to work without stress the only difference is the degree, its one's own choice whether to be in stress or not. One has to counter this and move further, and need to prioritize the work and work on controlling inner forces.

Introduction

Pressure is part and parcel of all work and helps to keep us motivated. But excessive pressure can lead to stress which undermines performance, is costly to employers and can make people ill. It directly influences their capabilities, efficiency, effectiveness and decision making capacities and builds pressure on the mind of the employees. Stress management refers to the wide spectrum of techniques and psychotherapies aimed at controlling a person's levels of stress, especially chronic stress, usually for the purpose of improving everyday functioning. Employees are the assets of the organization and need extra care as they are only going to add to the value of the firm.

Stress has variant degrees, which have effects on the individual, organization and society. Human beings are sensitive to the internal and external environment and get subjected to stress in daily routine. With the increase in the degree the impact increases. The body of the individual and his decision making capacity is affected to the first degree. In the second degree stress influences the emotions, the organization. In the third degree it touches every last associations of an individual and it the situation gets worst when it viciously affects the society.

Inducers

There are various factors that act as stimulators for the employees but each one of them has little content of positivity, and is somewhat important for the employees. This is known as eu-stress which improves the productivity and provides strength to perform to the best of the best of its ability. The stress is result of the factors that leads to excessive pressure. The channels of communication and rules for managing the workplaces, the policies of the organization and the organizational hierarchy bear upon the employees. The behaviour of the executives and the employees, is walloping for instance the behaviour of the manager due to absenteeism.

As individuals have different thought process and so is their way to take the pressure or stress, but withal there are few factors that acts an inducer for stress for every individual. One of the prime causes for stress is the work overload in the organization, there are generally two situations one is when the work load increases for each every employee this causes stress but at lower level and the other is when the workload accumulates for a single employee this situation is more pressurizing but this occurs when the individual does not perform the task given to him in time due to absenteeism or any other reason. Excess overload has become the norm these days as more and more organizations have reduced their work-force and restructured work, leaving the remaining employees with more tasks ad fewer resources of time to complete them. At times executives post night shifts for employee, which is more vulnerable to stress; affects the health of employees, results in gastrointestinal disorders and it gets worsened in case of women employees it results in chronic gynaecological problems. Job design and task characteristics also influences the employees' behaviour, tasks are more stressful when they involve decision-making, monitoring equipment or exchanging information with others.

Role is a customary activity of a person in a particular social setting, stress ties in through role conflict and ambiguity. Role conflict is when employees face competing demands, employees feel queasy about their work and the organization if they don't know what is expected from. It is experienced in two situations one is when the interests of the individual clashes with the interests of

the organization and the other is when the employee has more than two roles to play and he gets up caught in the paradox. Employees enter in new situations, for instance employee is transferred to a different office branch or department or given a foreign assignment, and here employees have little idea, uncertain about tasks, responsibilities, performance expectations and level of authority.

Demand is also an important factor leading to stress, as today is the day of materialism so individuals demand and have desire for both little and big assets. To get these they work hard, but if in case it turns out to some other direction then it leads to frustration and dependency.

One is always in a better position when he has control over the situation, if the employee is not having adequate control then it would lead to stress. Less control over their situations, the greater the stress. Employees can feel disaffected and perform poorly if they have no say over how and when they do their work. In this context, the situation on which we have no control is called uncertainty. Uncertainty is inadequately explained or unannounced changes, it brings the risk of failure leading to anxiety.

An individual performs to the best of his capabilities if he shares a good relationship with his superior and his family. A failure to build relationships based on good behaviour and trust can lead to problems related to discipline, grievances and bullying, levels of sick absence often rise if employees feel they cannot talk to managers about issues that are troubling them. Family of an individual and his behaviour in the family also matters as it builds up his basic nature, if a person is not contended at personal level, it apparently becomes difficult for him to adjust in an external environment (organization in which he works).

There have been numerous reasons for stress to evolve, like unclear policies, past experience biasness, random interruptions etc. It depends on the employee whether to handle the critical situation or make it worse by taking stress.

Consequences

The reasons behind stress may be different for individuals but consequences of stress are somewhat common. Stress has inflicting impressions that not only affects the associations of a person but also his own body. Negative work outcomes due to increased employee financial stress include, but are not limited to, losses from lower productivity, lessened work quality, quantity, and/or efficiency, accidents, absenteeism, employer health care costs, and work-loss due to stress and the handling of personal financial matters. Employee work time loss due to financial concerns and related stress is

an indicator of a loss of productivity. Positive work outcomes include direct savings from employees with reduced absenteeism, improved attendance, improved quality, quantity and efficiency or productivity, and fewer incidents of employee work time used for personal financial matters and turnover. Financial concerns and related stress can produce negative outcomes in family and work life. Some personal concerns of employees may also spill over into the work place. Stress overload results from an imbalance between psychological coping skills, inner psychological states, environmental stressors, and support deficits. This imbalance can be represented in a range of psychological, behavioural, and physical problems. Job stresses and personal stresses can manifest themselves as psychological, medical, behavioural, and organizational symptoms that reflect an increase in health and productivity issues.

The real management

The organization is indirectly affected in monetary terms and it costs not only in the productivity and the operation but also in the management. The stress and these costs can be reduced through effective management. The stress cannot be quantified but yes the intensity of stress varies from employee to employee, and should be handled individually, but again it accumulates the costs hence these are to be managed skilfully. The battle against the stress can be fought from two aspects one is when the employee takes the charge and consciously makes an effort to get rid of stress and the other is the steps to improve the management within the organization.

It is a matter of realization of an employee how he perceives the situation and whether he wants to change the whole organization or a little change in his attitude will do. Believe that change in everything starts from you. The ailments and the chronic diseases discussed above are intense issues and cannot be treated casually. These require special attention and care. The patients suffering from such problem become very sensitive and critical, they need experts help to revive. As this is a known problem all over the globe hence, many stress releasing centres have been established, which provide a set of activities to be performed, personal care, counselling, eating awareness training, meditation training, chronic pain management, stress releasing therapies – mindfulness based cognitive therapies, cognitive behaviour therapies. There are other measures also to dispose stress which can be followed by an individual on its own. The first and foremost step an individual can take is to change his attitude towards the people and the organization he's working in. Employees should prioritize and schedule work, Elimination of unnecessary jobs, delegation of others and postponing tasks based on their priority can help in ensuring effective time management

resulting in a stress-free life. In case of severe body ailments one should check his diet and should avoid caffeine and oily food as these two acts as stimulators for stress. In addition to diet regulation one should take out time for light exercises and meditation that would further help to cut down the stress. Attitude changes could be brought by developing character strength, self-exploration and introspection. The reflections of your character are your thoughts, actions, habits, behaviour and destiny. Undoubtedly It makes you excel and unique in the world. The character cannot be build up from scratch but little changes could be implemented, whereas the self-exploration is the starting point in discovering oneself, and to know about one's attitude towards life. Introspection is reflecting on one's own thoughts and feelings and to find anchor points to lead and excel.

If the problem of stress in the organization is recurring, then it is the indicator to bring the change in the management itself. When the flaw is in the management the change in the employee's attitude is of no importance. There is a list of measures that could be followed to change the environment of the organization and to reduce the stress levels.

Change organization culture

Though, organization culture impacts in multiple dimensions of organizational outcomes, stress management is also among them. A supportive organizational system will integrate an individual system in order to understand stress and designing appropriate coping strategies. Need for improvement in equipment used at work, and physical working conditions are in much demand in present tech-sawy world, and undoubtedly this will become one of the best stress coping strategies at organizational level. Organization needs to follow a pragmatic approach which includes various aspects and improvement in structure, recruitment, communication and flexibility in addition it should be encouraging the employees.

Structure: The people in a place considered as a system organized by a characteristic pattern of relationships is known as structure. The organisation should provide information to enable employees to understand their role and responsibilities, in case recruitment few matters to be considered ensure that, as far as possible, the requirements it places upon employees are clear and compatible, individual's skills and abilities should be matched to the job demands. If necessary, employees are given training to support any changes in their jobs and should be designed within the capabilities of employees.

Communication: This is one of the most important issues that create the condition ambiguity and anxiety and executives need to put a lot of effort to improve the communication in the organization. Systems should be in place to enable employees to raise concerns about any uncertainties or conflicts they have in their role, responsibilities and work patterns. Employees' concerns about their work environment should be addressed. Each employee should have one superior at a time to whom he should respond.

Flexibility: *no organization can survive without having flexibility in its structure and functions. Optimistic approach should be followed and should train their personnel in such a manner that they shouldn't feel jittery in case of any internal or external changes also provide employees with timely information to enable them to understand the reasons for proposed changes and employees' accessibility to relevant support during changes.*

Encouragement: If a person appreciates another person it gives energy to do well and if one's superior appreciates his subordinate or employees working under him it can creates wonders. Employees should be encouraged to use their skills and to do their work develop new skills to help them undertake new and challenging pieces of work.

Stress management programs

Conducting stress management programs at organizational level, with the objective of creating awareness about stress and making employees to learn stress management techniques. To combat the ill effects of stress, life style modification programs at individual and organizational level are recommended, after discussing experts. Ultimately individual should be responsible to carry forward these programs. Introducing stress counselling programs, in order to understand and solve stress related problems to control mostly behavioural and emotional outcomes of employees. Conducting spiritual programs at organizational level will lead to introspection of employees and reduce stress to create more energetic and enriched platform which can increase organizational performance.

Stress-audit

Executives should develop management standards to help employers measure their performance in managing the key causes of stress at work and identify areas for improvement. Conducting stress-

audit at organizational level, for the purpose of teaching individual, what causes stress and its impact on themselves. This leads to design the best suitable strategies for managing the stress. Identifying triggers and stressors through continuously monitoring health of the employees and proactive organizational style will be a coping strategy in stress management.

Conclusions

The employees come to the organization to work, feel energetic when asked to perform various tasks but employees feel pressurized when they are overloaded with the work and when the complexity of the task increases. This becomes stress rather than a stimulator. Stress is a state of mental or emotional strain or suspense. Stress issue has become contemporary, being an occupational hazard which needs to be addressed without delay. High stress is negative stress, which when occurs creates problem to health and vitality. The person may get subjected to the stress because of any condition which he comes across in his daily routine. Everyone tries to minimize his stress in his own way but in case of problem persists or productivity levels goes down or environment of the organization changes it becomes the responsibility of the organization to determine their (employees) stress levels, from normal to high, and also giving those solutions to manage their stress effectively. Stress depends upon the perception of the individual, to choose from the two alternatives viz. positive or negative. There isn't any hard core formula to dispose stress but yes by changing one's attitude and perception towards others may be an aid.

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