



A STUDY ON STRESS MANAGEMENT AND WORK PERFORMANCE

Dr.Wahed Mohiuddin

Associate Professor,MBA – Department,Nigama Engineering College,Kareem Nagar, Telangana State.

Abstract

In the recent times there is a rapid development in technology and competition and the people have unlimited dreams of luxurious living and enjoying at the thought of experiencing the things in different ways. It is real that every human being is an individual with his own attitude, characteristics and ways of responding and behaving with the society. These things can be either positive or negative and these can make one's life happy or miserable that depends up on their own behavior. In today's world every individual struggling hard to achieve their dreams and the best of luxurious living but faces stress in the way of achieving his goals. The present study focuses on the various theoretical aspects related to stress management and performance of work..

Key Words: *Stress, Professional stress, Work stress, Eustress, Distress.*

Introduction

In this present modern technological world, it is very difficult to live without stress. The nature of work has undergone drastic changes with stress appearing almost automatically in each and every activity. It is a worldwide phenomenon that occurs in various forms in every workplace. In today's work life, employees are often required to work strenuously for over long period of time as their responsibilities keep rising. Stress is common in every type of job and people must face it in every facet of life. Stress is scientifically described as that response of an individual to the outcomes of the external environmental conditions that place excessive psychological, behavioral, and physiological pressures on that individual. It involves how an individual respond to external pressures within the organization and the society. Robbins & Sanghi defined as a dynamic condition in which an individual is confronted with an opportunity, constraints, or demand related to what he or she desires and for which the outcome is perceived to be both uncertain and important. The World Health organization (WHO) defines occupational stress as the response of the people may have when presented with work demands, targets and pressures that are not matched to their knowledge and abilities and which challenge their ability to cope. According to experts, stress is simply a reaction of an employee when certain demands, pressures and professional aspects which are to be faced at the work place do not match their knowledge levels which create or poses a challenge and threat to the capabilities of the employee which in turn would create a struggle for existence in terms of being employed in a place. This therefore implies that, stress exists when an environmental situation presents a demand threatening to surpass an employee's capabilities, knowledge and resources. From the descriptions, it can therefore be contending that stress is an excessive demand that affect a person physically and psychologically. It has become a common experience among employees as they perform their day-to-day jobs. Workplace stress derives from many sources in the organization. It can be a demanding boss, annoying colleagues, rebellious students, angry customers, hazardous conditions, long commutes and a never-ending workload. Your work performance is also affected by stressors such as family relationships, finances and a lack of sleep stemming from fears and anxieties about the future. How you handle the effects of stress depends on whether it is easier to change the situation or change your attitude toward it. Employees working in different functional sectors and the organizations have to deal with stress. Bank workers are among the group of workers under a great deal of stress due to many antecedents of stress. Stress contributes to decreased organizational performance, decreased employee overall performance, high error rate and poor quality of work, high staff turnover, and absenteeism due to health problems such as anxiety, emotional disorder; work life imbalance; depression and other forms of ailments such as frequent headache, obesity and cardiac arrests. Experts in various fields have written and introduced many scientific and professional publications about stress in the workplace and its effects on employees within organizations. The current nature of work requires faster work, more work and high-quality work without caring of day and night schedules.



Review of Literature

- Gladies J. J. & Kennedy V. (2011) - The author revealed a significant correlation between Organizational Climate and Job Stress among the women working in IT companies of India. According to him, learning how to manage stress is a very crucial issue that should be developed in IT companies so that they can reduce or eliminate the causes of stress and poor working environment.
- Charu M. (2013) - He in his study stated that higher stress is directly proportional to quality of work life for IT professionals. He outlined few factors namely fair pay structure, steady role demands, supervisory support, congenial job environment, capability of the job, role autonomy and stress that directly affect the quality of work life. The main reason of stress amongst the associates of IT industry is the rapid change in technology.
- Khalid A. (2012) - There is a direct relationship between stress and job performance in any organization. To improve the performance of an individual in an organization an employee should receive good support from their leaders. Hence, a supportive leader can improve the performance of an employee even at unfavorable situation
- Satija S. & Khan W. in their research work titled Emotional Intelligence as Predictor of Occupational Stress among Working Professionals (2013). According to them Occupational Stress is as same as Job Stress that needs to be controlled at the workplace otherwise it will negatively affect on employee's work attitudes & behavior. This study investigates that, the relationship between Emotional Intelligence and Occupational Stress. This study revealed findings that, Emotional Intelligence is a most significant predictor of Occupational Stress.
- Amir Shani and Abraham Pizam(2009) Work-Related Depression among Hotel Employees have conducted a study on the depression of work among hotel employees in Central Florida. They have found that, incidence of depression among workers in the hospitality industry by evaluating the relationship between the occupational stress and work characteristics.

Objectives of the study

- To Study the Impact of stress on the work performance
- To know the various factors causing the stress and related theoretical concepts

Methodology

This is a descriptive study and the data is collected from various journals, books, magazines and internet etc.

Impact of Stress on various dimensions

Various Health deficiencies

Stress causes different health problems, including high blood pressure, upset stomach, ulcers, headaches, palpitations, fatigue, sweating, weight changes, diarrhea, nausea, dizziness, dry mouth, appetite changes, sexual problems, stiff neck, muscle aches and back pain. If you are stressed, you might feel tired all the time, no matter how much you sleep, or you might have trouble sleeping at night. Poor emotional health can weaken your total body's immune system, making you more likely to contract colds and other infections. These health problems can increase work absenteeism, usage of health insurance and work-related accidents.

Low Performance

Stress also can affect your knowledge and ability to perform your job well. Stress can make it difficult to concentrate on complex problems or issues, and it might affect memory. You might neglect to complete certain important tasks or forget to perform a key part of a work procedure. If you don't feel as if management supports or empowers you, you might feel that no reason exists to do your best work. Stress can lead to feelings of negativity,



lack of enthusiasm and apathy. When you experience these feelings, you might no longer care about doing a good job.

Unmet Expectations and Deadlines

If you feel overwhelmed and exhausted, then meeting expectations or deadlines, targets can be difficult to achieve. The effects of stress on your cognitive abilities can affect your ability to prioritize, and it can be difficult to decide which project should take priority. Feeling that you have no control or input into your work also can affect your ability to complete tasks in a timely manner. Workers are less likely to experience work stress when they have more control over their work, have more control over the way they do their work and participate more in decisions that concern their jobs.

Poor and own Hiring Decisions

Image is important to bad managers, who often portray themselves as strong leaders to upper management. Instead of hiring the most experienced and talented employees, bad managers often target potential employees who aren't likely to outshine them or question decisions. By focusing on their own emotional needs, rather than the needs of the department when hiring, bad managers sabotage the ability of the department to work effectively. Employees who have substandard skills or training make more mistakes and decrease productivity.

Lower Morale of employees

Poor treatment from a supervisor and managers can lead to low morale in the department. When nothing seems to satisfy the boss, it can be difficult for employees to maintain a high energy level or enthusiasm for their jobs. When managers don't understand the importance of praising and recognizing achievements and providing incentives for good work, employees might feel unappreciated and unwilling to perform at a high level, or even an acceptable level. The International Institute of Management notes that employees who feel abused or unappreciated might leave to work for a competitor, sabotage the company, become emotionally distant or display passive-aggressive behaviors.

Employee Turnover

When stress makes working for a company an unpleasant experience, employees begin to look for new jobs or consider retirement. The loss of experienced employees can cause decreases in production and increases in costs associated with recruiting, hiring and training new workers. A high turnover rate also can make replacing stressed employees difficult for a company. Recruiting new employees can be challenging and a difficult process if prospective employees hear that the company's working environment is stressful. It's difficult for companies to retain employees if managers are insulting, abrasive, ineffective or incompetent. High turnover affects productivity, particularly if there are no other remaining employees trained to perform the departing employee's job. A decrease in productivity doesn't just occur immediately after an employee resigns, but can linger until a new employee is trained and able to function effectively in the position. High turnover is expensive and increases costs for recruitment, advertising and training.

Different Types of stress	
<ul style="list-style-type: none"> • T time stress. • Eustress • Distress • hypo-stress • hyper-stress • Anticipatory stress. 	<ul style="list-style-type: none"> • Situational stress. • Encounter stress. • Physical Stress • Emotional Stress • Traumatic Stress • Acute vs. Chronic Stress



Sources of Stress in work place

- Functional and Strategic Role within the organization.
- Personality and stress coping.
- Work relationships.
- Career development.
- Culture and atmosphere within the organization.
- Link between home and work
- Factors unique to the job
- Role in the organization
- Career development
- Organizational structure / climate

Personal and Family factors causing Stress

Personal Factors	Family Factors
Age Personality Gender Capacity Physical Agent Depression	Necessity of Money Family expenditure Family life Pressure at Work

Symptom of Stress

<ul style="list-style-type: none"> • Difficulty sleeping • Weight gain or weight loss • Stomach pain • Irritability • Teeth grinding • Panic attacks • Headaches • Difficulty concentrating 	<ul style="list-style-type: none"> • Sweaty hands or feet • Heartburn • Excessive sleeping • Social isolation • Fatigue • Nausea • Feeling overwhelmed • Obsessive or compulsive behaviors
---	--

Causes of work place stress

Organizational and Management Problems	Individual Characters	Psychological factors
<ul style="list-style-type: none"> • Improper Leadership • Discriminative distribution of Work • Partiality • Trade union leaders • Salaries and incentives • Over Time • Improper Work load • Unpaid over time 	<ul style="list-style-type: none"> • Resiliency • Self efficacy • Attitude • Indiscipline • Punctuality • Commitment of Work • Patience • Health factors 	<ul style="list-style-type: none"> • Organizational control • Career Development • Work Load • Work Pressure • Role in Organization • Superior and subordinate relationship



Prevention of stress at work place

- Promote leave, rest and breaks
- Encourage exercise and **meditation**, both within and outside of work hours;
- Ensure the limited workload suitable with the abilities and resources
- Provide stimulation and opportunities for workers to use skills
- Boost workplace morale by creating opportunities for social interactions;
- Clearly division work
- Well defined authority and responsibility
- Encourage participation in decision making that affects individuals roles;
- Develop open communication
- Establish no tolerance policy for workplace discrimination
- Engage an external consultant to suggest a fresh approach to any existing issues
- Create family-friendly policies to encourage work-life balance

Managing Stress



Source; Google Images

Strategies to reduce stress at work place

- Encourage and develop Open Communication system
- Offer Mental and Physical Health Benefits. ...
- Conduct Meditation Classes
- Offer overtime payment
- Encourage Employees to Take Breaks. ...
- Take the Team Out on Company Off sites. ...
- Bring Some Diversions into the Office. ...
- Consider Flexible Work Schedules.



Most Stress full and Less Stress full jobs

Most Stress full jobs	Least Stress jobs
<ul style="list-style-type: none"> ▪ Enlisted military personnel ▪ Firefighter ▪ Airline pilot ▪ Police officer ▪ Broadcaster ▪ Event coordinator ▪ Newspaper reporter ▪ Public relations executive ▪ Senior corporate executive ▪ Taxi driver 	<ul style="list-style-type: none"> ▪ Audiologist ▪ 2. Hair stylist ▪ 3. Jeweler ▪ 4. University professor (tenured) ▪ 5. Tailor ▪ 6. Dietitian ▪ 7. Medical records technician ▪ 8. Librarian ▪ 9. Multimedia artist ▪ 10. Drill press operator

Conclusion

Stress is the significant aspect of any organization and it has become the most common cause of employees at all organizations. Stress can make an individual productive and constructive when it is identified and well managed. Positive attitude and meditation will be helpful for coping the stress. There are many ways for managing stress, such as meditation, Yoga, entertainment etc. The Negative stress or distress kills the employees’ positive attitude and it turns to absent, turnover, immoral, anxiety, depression, aggressive and so on. Hence, we will be successful if we make distress into eustress, our healthy lifestyle as well as organizational well being will change. Employees are the most valuable resources of every institution. Without competent employees, no institution can be successful. The success of the institution depends on the employees. The aim of this article is to study the effect of work stress on employee’s performance and different theoretical aspects related to stress and work performance has been explained clearly. By observing and examining the various theoretical aspects related to stress and work performance it can be concluded that negative factors that distressed employees had a negative effect on their performance. It is necessary for the employees to be stress free to perform well in the organization.

References

1. Kazmi, R., Amjad, S., & Khan, D. (2008). Occupational stress and its effect on job performance a case study of medical House Officers of district Abbottabad. *J Ayub Med Coll Abbottabad*, (3).
2. Bartlett, & Ghoshal. (1995). “Effects of Job Stress on the employees Job Performance of employees: A study on Banking Sector of Pakistan. *IOSR Journal of Business of Management*, 11(6), 61-68.
3. Palmer, S., Cooper, C., & Thomas, K. (2001). Model of organizational stress for use within an
4. Occupational health education/promotion or wellbeing programmed – A short communication. *Health Education Journal*, 60(4).
5. Jennifer, K. (1981). Stress and performance: a review of literature and its applicability to the military. Publish by RAND Corporation 2005 1775 Main Street.
6. Dr. Jyotsna Codaty, Key to Stress Free Living V&S publications,2013,New Delhi,pp14,15,45,46.
7. 5 P. Kavitha, Role of stress among women employees forming majority workforce at IT sector in Chennai and Coimbatore, Tier-I & Tier-II centers, SONA- *Global Management Review* , Volume 6, Issues 3, May 2012.
8. P.S. Swaminath, Dr. S. Rajkumar, Stress levels in Organizations and their Impact on Employees’ Behavior, *BVIMR Management Edge*, Vol. 6, No. 1 (2013) PP 79-88
9. Ahmed A. & Ramzan, M. 2013. Effects of Job Stress on Employees Job Performance: A Study on Banking Sector of Pakistan, *IOSR Journal of Business and Management*, Vol. 11, Issue 6 pp 61-68. Ali, Y. Rizwan A. (2014). Impact of Stress on Job Performance: An Empirical study of the Employees of Private Sector Universities of Karachi, Pakistan. *Research Journal of Management Sciences*. Vol. 3 (7) pp. 14-17.