



EFFECTS OF JOB STRESS ON WORK BEHAVIOUR

Dr. C.N.Rawal¹ and Prof. Shradha A. Pardeshi²

1. Principal, BM College of Commerce, University of Pune, Maharashtra

2. Asst. Professor, Haribhai V.Desai College, Pune. Maharashtra.

Abstract: This concept paper examines the relationship between the effects of job stress on Work behaviour of Employees. The paper established that job stress has significant effect on physical and mental health of the employees. It indicates negative correlation between job stress and job satisfaction level among employees by stating that there is a significant difference in work behaviour of highly stressed employees and less stressed employees. It also aimed at addressing the issue of how stress at work can be effectively managed, reduced or prevented by the organisation in order to enhance the health of the employees as well as improving their work behaviour.

Keywords: Work Behaviour; Job Stress; Stressors, Hazards.

INTRODUCTION:

A major concern of organizational theorists & practitioners is to achieve organizational effectiveness in today's competitive and dynamic work environment. Faced with new challenges, corporate are today increasingly realizing the fact that their human resources, are the only source of competitive advantage. This has resulted in a renewed focus on HR strategies that can ensure retention, commitment, as well as continued growth and effectiveness of the managerial personnel.

Organizational Stress is receiving increasing attention in the academic literature and has become a salient issue for the organizations. Job life is one of the important parts of our daily lives which cause a great deal of stress. Usually people are more worried about their work outcome that affects the way they treat other people and how they communicate with their peers and customers. For example, people with a higher percentage of job stress may not be satisfied with their job and therefore they will not feel happy working in the same organization. They may feel frustrated or "burned out" when they are having problems with other employees or customers. This leaves a negative impact to the organization itself. Survey

of the literature on occupational stress reveals that there are a number of factors related to job which affect the behaviour of the employees and as a result of it, normal life is disturbed .

In the past three decades, empirical researches on the theme of stress have increased many folds. Researchers have focused their attention on causal factors of stress, stress manifestations, moderators of stress-strain relationship, and types of stresses experienced by diverse work populations, and various coping strategies adopted by organizational entities to cope with stress . The large organizations, like other settings, exert its own set of unique forces on the individual. Through the application of these forces, the organization is able to channel the individual's behaviour towards certain goals and to direct his/her interactions towards certain people and away from others.

Job stress and Burnout have become two of the buzzwords of the present century influencing job-satisfaction of the employees. Stress in the work place is increasingly a critical problem for employees, employers and the society at large.

Thus, job stress is recognised worldwide as a major challenge to employee's health and the healthiness of their organisations.

Employees who are stressed are also more likely to be unhealthy, poorly motivated, less productive and less safe at work. Their organisations are less likely to be successful in a competitive market.

Stress at work can be a real problem to the organisation as well as for its employees. Good management and good work organisations are the best forms of stress prevention. If employees are already stressed, their managers should be aware of it and know how to help.

OBJECTIVES:

1. To identify the increasing importance of job satisfaction.
2. To assess how internal and external factors affect work behaviour.
3. To assess the understanding of the relationship between Job Stress and its effect on Work Behaviour.

RESEARCH METHODOLOGY:

The researcher has used the secondary as well as primary data through pilot study. This paper is outcome of descriptive application.

WHAT IS STRESS?

Stress is an important psychological concept that can affect health, well-being and job performance in negative dimensions. Job 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 occurs in a wide range of work circumstances but is often made worse when employees feel that they have little support from superiors and colleagues and where they have little control over work or how they can cope with its demands and pressures.

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.

This includes not only situations where the pressures of work exceed the employee's ability to cope but also when the employee's knowledge and abilities are not sufficiently utilised and that is a problem for them.

WHAT CAUSES JOB STRESS?

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

Job stress can be experienced due to a number of factors which are also called as Stress –Related Hazards such as

- Excessive and otherwise unmanageable demands and pressures can be caused by poor work design,
- Poor management ,
- Unsatisfactory working conditions,
- Monotonous, under stimulating and meaningless tasks,
- Lack of creativity,
- No scope for personal development,
- Working under time pressure,
- Long and unsocial hours,
- Badly designed shift system,
- Unpredictable working hours,
- Lack of participation of staff in decision making,
- Job insecurity,
- Unfair or unclear performance evaluation systems,
- unhealthy relationships with co-workers,
- Bullying, harassment and violence,

- Communication barriers,
- Lack of clarity about organisational objectives and structures,
- Conflicting demands of work and home.

EFFECTS OF JOB STRESS ON INDIVIDUAL:

Stress may be acute or chronic in nature. It exists in different forms. It may be psychological, emotional, social, and occupational or job related. It affects both employee performance and in turns their organisation. There are some visible effects one can notice about a staff under stress like he becomes increasingly distressed and irritable, unable to relax or concentrate. He finds difficulty in thinking logically and making rational decisions. He fails to enjoy their work and feel less committed to it. He looks like tired, depressed and anxious. Some time in extreme cases, such staff members experienced difficulty in sleeping which ultimately results in serious physical problems.

WORK STRESS EFFECT ON ORGANISATIONS:

- Increasing absenteeism of concern staff
- Decreasing commitment to work
- Impairing performance and productivity
- Increasing unsafe working practices and accident rates
- Increasing complaints from clients and customers
- Increasing staff turnover
- Adversely affecting staff recruitment
- Increasing liability to legal claims and actions by stressed employees
- Damaging the organisation's image both among its workers and externally.

WHAT WE CAN DO?

If key staff or a large number of employees are affected, job stress may challenge the healthiness and performance of their organisations.

Unhealthy organisations do not get the best from their employees and this may affect not only their performance in the increasingly competitive market but eventually their survival.

A good employee therefore designs and manages work in a way that avoids common risk factors for stress and prevents as much as possible foreseeable problems.

WELL-DESIGNED WORK INCLUDES:

- Awareness about organisational structure and practices: Employees should be provided with clear information about the structure, purpose and practices of the organisation. They must know vision and mission of organisation.
- Appropriate selection, training and staff development: Each employee's skills, knowledge and abilities should be matched as much as possible to the needs of each job. Candidates for each job should be assessed against that job's requirements. Where necessary, suitable training should be provided. Effective supervision and guidance is important and can help protect from stress. There is need to revise these plans to tune with time and technology based on approved performance achievements.
- Clear job description: A job description will depend on an understanding of the policy, objectives and strategy of the organisation, on the purpose and organisation of work and on the way performance will be measured. It is important that an employee's manager and other key staff are aware of the relevant details of the job and make sure that demands are appropriate. The better employees understand their job, the more they will be able to direct the appropriate efforts towards doing it well. Managers should talk to their staff, listen to them

and make it clear that they have been heard and acceptable suggestions are executed.

- **Communication:** Communication of work expectations should be comprehensible, consistent with the job description and complete. Commitments made to staff should be clear and kept. A transparent communication channel ensures two way communications, results in better understanding. Timely communication of suggestions and rewards Improves efficiency.
- **Social environment:** A reasonable level of socialising and team work is productive as it can help to increase commitment to work and to the work group.

CONCLUSION:

Job stress has been found to be negatively related and has adverse effect on work behaviour of employees. Job stress is a real challenge for employees and their employing organisations. As organisations and their working environment transform, so do the kinds of stress problems that employees may face, it is important that your workplace is being continuously monitored for stress problems. Further, it is not only important to identify stress problems and to deal with them but to promote healthy work and to reduce harmful aspects of work. Work in itself can be self-promoting activity as long as it takes place in a safe, development and health promoting environment.

The paper thus reveals that the stress is the dynamic condition that can manifest itself in both the aspects. Stress found among the employees has become a major concern of the modern times which significantly affects employees' health and performance. We can conclude that though there are signs of stress among the employees & such stress is affecting their work behaviours, there are various ways and means to control & reduce it effectively. This can be done by providing counselling, incorporating the suggestions made by the employees, aligning the goals of employees with the overall organizational goals and caring about the well-being of employees and their families. HR must implement these

commitments so that the ideals of the enterprise and deeds of its employees are congruent to ensure a consistent flow of trained & satisfied manpower in the future life of an organisation.

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