

THE EFFECT OF STRESS ON EMPLOYEES AND MANAGEMENT

Dr. Pardeep Kumar*
Dr. Deepak Srivastava**

ABSTRACT

Stress is the non-specific physiological and psychological response of the body to any demands placed upon it. Many individuals believe they have a comprehensive understanding of stress; however, it is in fact a complex and often misconstrued phenomenon. Stress can elicit a range of emotions including frustration, fear, conflict, pressure, hurt, anger, inadequacy, guilt, loneliness, and confusion. The financial implications of work-related stress on corporations are significant, resulting in lost employment opportunities, decreased productivity, and increased costs associated with alcoholism. The pressures of performing in an environment characterized by rapid sociological, technological, and economic changes are beginning to manifest negative effects. Within organizations, there are numerous factors that can contribute to stress, ultimately resulting in additional costs for the company. Consequently, the organization bears the burden of reduced productivity levels, increased training expenses, declining assets, negative public perception, potential legal disputes, heightened health and safety concerns, high rates of absenteeism, high employee turnover, and the development of psychological and behavioral disorders. These consequences of stress within an organization can be mitigated through the implementation of a stress management culture. This study aims to provide insights into stress within the workplace. Firstly, it explores the nature of stress itself. The primary objective of this study is to identify and analyze the detrimental effects of stress on employees. The research ultimately emphasizes several strategies that people and organisations may use in order to proficiently address and mitigate stress.

Keywords: Stress, Employees, Management, Behavioural, Psychological.

Introduction

Stress may be described as the adaptive response of a person to a stimuli that imposes a significant strain on their psychological and physical well-being. The occurrence of this phenomenon may be attributed to a multitude of variables and is pervasive throughout all domains of human existence. Work-related stress is often seen in circumstances characterised by persistent cognitive demands and a dearth of individual autonomy. In contemporary times, the operational efficiency of organisations is notably influenced by the ramifications of stress on employee productivity. Stress may give rise to many physiological, psychological, and behavioural reactions, and has been associated with a variety of health ailments. Employers are advised against dismissing the stress encountered by their workers, as it is important for them to proactively seek methods to alleviate it, given the potential benefits it might provide. There are a multitude of elements within organisational settings that have the potential to contribute to the experience of stress. Virtually every facet of employment has the potential to function as a stress-inducing factor for individuals. Various aspects within the work environment may significantly impact the

* Professor, Department of Commerce, Keshav Mahavidyalaya, University of Delhi, Delhi, India.

** Associate Professor, Department of Commerce, Keshav Mahavidyalaya, University of Delhi, Delhi, India.

stress experienced by people. These factors include elements and pressure to minimize mistakes or accomplish tasks within stringent timeframes, excessive workloads, unsupportive managerial practices, and challenging interpersonal dynamics with coworkers. The phenomenon of stress encompasses both advantageous and detrimental consequences, with people exhibiting diverse perceptions and experiences of stress across different circumstances. Moreover, the presence of stress inside organizations may lead to supplementary financial burdens, including elevated rates of employee attrition, heightened absenteeism, diminished job proficiency, decreased timeliness, and a rise in customer grievances. Organizational coping methods are characterized by a proactive approach, with the objective of mitigating or eliminating current or foreseeable stressors within the workplace environment, hence preventing worry among workers. Organizations proactively identify workers who are encountering adverse stress and then conduct stress management initiatives to mitigate its detrimental effects on job performance. Hence, this research encompasses stress management initiatives the organization gives to its workforce. A survey instrument was developed with the purpose of gathering data, which was then separated into three distinct sections.

Statement of the Problem

The objective of this investigation was to ascertain the adverse impacts of stress on the workforce and the strategies implemented by employers to mitigate employee stress.

Significance of the Study

There are three main categories of beneficiaries that may be identified in relation to this research. The first cohort, consisting of individuals employed in modern commercial establishments, may develop the capacity to identify the many manners in which stress detrimentally affects their job productivity. The recognition of these adverse consequences may provide individuals with the ability to implement essential strategies for stress management. Through the dissemination of this information, workers may act as a conduit to aid management in the implementation of suitable stress reduction activities. Employers constitute a second group that stands to earn advantages from this research, since it offers the potential to get valuable insights on the real impact of stress on workers' job performance. Educators may effectively put this experience in their curriculum, so enhancing its value and use. By placing emphasis on the need of cultivating stress management programmes among students, it is possible that they use this knowledge in professional settings, so augmenting the overall quality needed for the environment.

Scope

The present investigation was delimited to the perceptions of full-time business personnel regarding the adverse impacts of stress on work performance, and the measures that employers are implementing to manage stress. The definition of full-time employment for the purposes of this study was established by the employer. The study was confined to businesses operating in the NCR, Delhi region. Stress, for the purposes of this study, was defined as disruptive or disquieting influences that happens on an individual in the place where he works. Data for this study were collected through questionnaire, observations and reports of different entities.

Review of Related Literature

Barden (2001), an expert in the field of health care and a former managing editor of Commerce and Health, emphasized the significance of wellness programs and provided specific instances of corporations that have effectively implemented such programs. The Morrison Company has managed to save a substantial amount of money by offering programs focused on weight loss, exercise, and back care. Similarly, Axon Petroleum has estimated that their wellness programs have resulted in an annual savings of \$1.6 million in health care costs for their 650 employees. In addition, Barden highlighted the cost reductions made by six other firms. According to the Wellness Bureau of America, the achievements of these organizations provide empirical support for the notion that wellness programmes provide favorable results, such as reduced healthcare expenses, lowered rates of absenteeism, and heightened levels of productivity.

According to Foster (2002), a renowned authority in the field of stress management, a study was done among mid-level managers, revealing that worker productivity is mostly influenced by stress. The findings of the poll indicate that stress has a substantial effect on employee morale, absenteeism, and decision-making capabilities. Following this, the board executed a redid program pointed toward relieving these worries, bringing about an eminent reduction in representative feelings of anxiety and a prominent improvement in laborer execution.

Harrold and Wayland (2002) led an examination which uncovered that pressure impacts a few viewpoints like spirit, efficiency, hierarchical effectiveness, truancy, and productivity, influencing the two individuals and the association all in all. To successfully handle this issue, it is fundamental for organizations to initially distinguish the particular spaces inside their authoritative designs that are helpless to push. In this way, the execution of valuable showdown strategies ought to be embraced as a way to moderate feelings of anxiety and improve by and large functional viability. Besides, it is fundamental for organizations to proactively distribute assets towards successfully tending to pressure, developing worker certainty and trust, thus bringing about elevated efficiency and upgraded productivity for the association.

Maurer (2002) featured the expanded event of stress-related diseases in the cutting edge workplace, underscoring that pressure is a critical issue for the two representatives and managers. The unfavorable results of pressure incorporate a few adverse results, for example, expanded paces of non-attendance, weakness to illicit drug use and liquor abuse, uplifted hazard of discouragement, and more regrettable work execution. As indicated by Maurer's report on the yearly Barlow Organization Discussion on Human Asset Issues and Patterns, an impressive extent of firms revealed seeing raised degrees of stress among their staff. The agreement among the specialists at the conversation was that further measures were expected to help laborers in actually overseeing pressure. The proposition incorporated the expansion of health programs, the help of pressure the board courses, and the instruction of staff on accomplishing balance between serious and fun activities. As per Maurer (year), Olympic Group Tech, a PC the board business, has resolved the issue of staff pressure by the execution of preparing programs, normal observing of worker issues, and proactive month to month gatherings. The turnover pace of Olympic Group Tech is beneath the normal rate found in the business.

Schorr (2001), a specialist advisor in pressure the executives, affirms that work environment stress might have unfriendly outcomes on the prosperity of representatives as well as the general efficiency of association performance. The topic under consideration is performance. Nevertheless, the enhancement in productivity may be achieved if managers possess the requisite knowledge and abilities to effectively avoid and manage stress. In pursuit of this objective, several organizations have introduced stress-management initiatives that have yielded favorable outcomes such as decreased rates of employee absenteeism, reduced expenses related to illness and accidents, and enhanced work performance. Schorr (year) further observed that the use of a stress inventory, which can be accessed via stress-management programmes, might be advantageous for executives and managers in the assessment of employee stress levels. The present inventory has the capacity to discern the origins of stress, including both physical components and other constituent aspects. After the identification of these causes, the programme may provide participants with the requisite coping skills and alternate strategies for managing stress.

Research Methodology

Sources of Data

A study instrument was formulated with the target of social occasion information relating to the effect of weight on laborers and the methodologies utilized by bosses to moderate worker stress. The instrument was divided into three particular bits. The principal section had a sum of fifteen work execution classifications that impact laborers. The members were approached to recognize the effect of weight on their work execution, explicitly whether it had brought about an increment, decrease, or made no perceptible difference. In the resulting segment, a sum of seventeen pressure the board programs were introduced, by which members were mentioned to show the particular program that had been executed inside their separate associations. The reason for the third fragment was to gather segment data to develop a profile of the respondents. A bunch of thirty polls was shipped off faculty working in associations situated in the Delhi and Public Capital District (NCR) area of Delhi. The survey had a response rate of 80%, with all participants successfully completing the questionnaire.

Sampling Techniques

The survey participants were chosen from the employed personnel at firms situated in Delhi, India. To collect primary data, a non-probability convenience sample technique was used to conduct the survey. The surveys were sent online to the workers after getting agreement from their individual employers. Participants were instructed to fill out the questionnaire electronically, with the guarantee that their personal information would be handled with the highest level of secrecy.

Statistical Methods

The enquiry used fundamental statistical techniques, including the ratio range and percentage and proportion formula, to collect and analyses the research outcomes. The main data was tested through a percentage of response method, wherein the replies for each choice from the answers received was not equally same of respondents that answered the specific question. The results were organized in the order of the questions presented in the format given to them. Primary investigation included calculating the percentage of responses pertaining to the negative effects of stress on fifteen categories connected to work. Tabulation of the replies for the next two questions (Question No. 2 and Question No. 3) included calculating all the participants who identified a certain location as either the least or most affected by stress. The fourth investigation focused on determining the percentage of participants whose respective organizations offered the aforementioned seventeen stress management programmes. The next two enquiries, namely Questions No. five and six, provided information pertaining to the demographic features of the participants who were participating in it.

Limitations of the Study

The examination is vulnerable to various obvious requirements, eminently the usage of a single instrument for the social event of information, in particular a poll. Because of the sweeping idea of the topic, it is possible that the poll might not have thoroughly incorporated all aspects of stress, thus possibly neglecting some pressure instigating factors. Moreover, the exploration just utilized essential information, ignoring the incorporation of optional sources to supplement the discoveries. Thusly, it is conceivable that the pressure the board programs directed by the association were not all around caught in the poll. Likewise, it ought to be noticed that the review's extension was compelled by the utilization of a non-likelihood comfort examining strategy, possibly prompting an absence of exact portrayal of the entire worker populace. Despite these limitations, endeavors were attempted to extrapolate the outcomes to the more extensive people. It is essential to perceive that the utilization of basic factual strategies can possibly add a specific degree of subjectivity in the understanding and examination of information. By the by, the examination tried to alleviate the effect of these constraints and accomplish its ideal targets.

Analysis and Interpretation

This section has been separated into three sections based on the purpose of the paper and the structure of the questionnaire. The first component focuses on the Demographic Profile, while the subsequent portion delineates the specific Area of Job Performance impacted by Stress. Lastly, the third segment addresses the Stress Programmes Implemented by employers for the purpose of stress management. Aim for this research was to find out stress on workers and to ascertain the approaches used by companies to mitigate employee stress. A sample size of sixty surveys was administered to company personnel located in the Delhi and NCR regions, with a response rate of 78.3%. This part comprises the findings, conclusions, and recommendations..

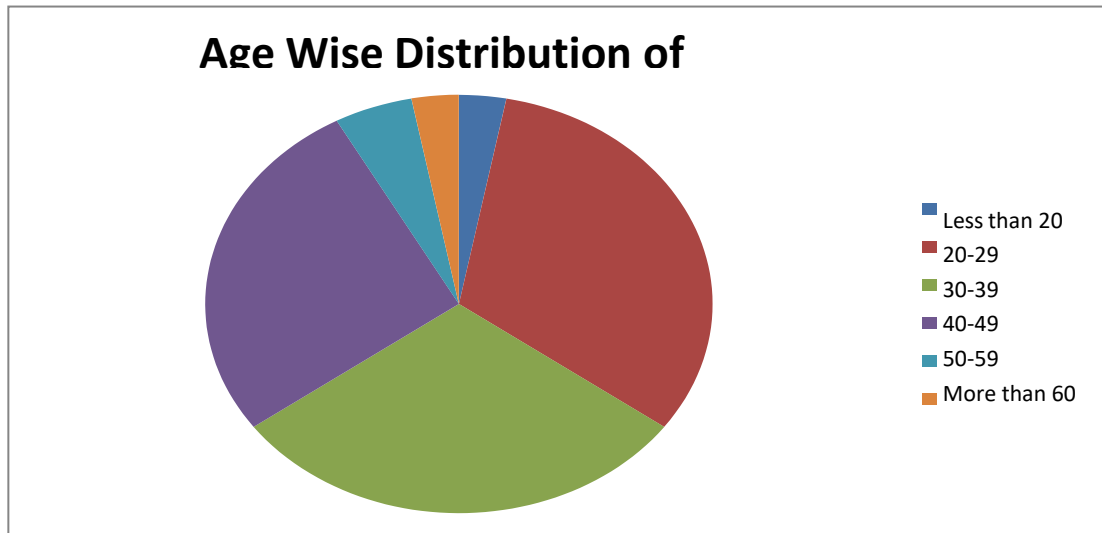
Demographic Profile

This investigation was carried out on the persons who were employed on a full-time basis, and questionnaires were distributed to those who met this criterion. The survey requested that respondents disclose their age, and the resulting data was organized into ranges and presented in Table No: 1. The information gleaned from the questionnaires was collated and it was determined that 3% of employees were under the age of 20, 32% were between the ages of 20 and 30, 30% were over the age of 30 but under 40, 27% were over the age of 40 but under 50, 5% were between the ages of 50 and 60, and 3% were over the age of 60.

Table 1: Age Distribution of Respondents

S. No.	Age-Group	Percentage
1	Less than 20	3
2	20-29	32
3	30-39	30
4	40-49	27
5	50-59	5
6	More than 60	3

Sources: Survey Based



Job Performance Areas Affected by Stress

The subsequent segment of the survey focused on stress on various aspects of job performance. They were provided with a list of work performance domains and were asked to indicate whether stress had led to an increase, decrease, or had no effect on their job performance.

They were expressly told to solely identify locations that had negative impacts, since the major reason to go for this was to know the detrimental effects of stress. The personnel were instructed that they should notice the places that saw the most impact from stress, and the ones that experienced the least impact. Out of the fifteen topics included in the questionnaire, four areas were deemed noteworthy, since they had a response rate of about 50 percent. The survey respondents were asked to rank their levels of job satisfaction and morale, courtesy, accuracy, and creativity. The response rate for the job satisfaction and morale category was 74 percent, followed by 65 percent for courtesy, 53 percent for accuracy, and 52 percent for creativity. The findings of the analysis revealed that stress had a significant influence on both work satisfaction and morale.. Furthermore, stress had an adverse effect on employee creativity, resulting in reduced productivity and work quality. The study pinpointed heightened stress levels and anxiety as the primary factors that detrimentally affected employee efficiency and productivity. The study also examined the response rates for various categories, which varied between 30% and 50%. The categories reported by employees included Cooperation (49.5%), Organizational Skills (46.3%), Initiative (45.2%), Productivity (42.8%), Alertness (39.4%), Decision-Making Abilities (39.8%), and Perseverance (35.5%). Additionally, the study revealed that stress had the greatest impact on job satisfaction and productivity, while personal appearance and absenteeism were the least affected areas. The areas of work performance that were negatively affected have been compiled in Table No: 2.

Table 2: Detrimental Impact of Stress on Work Performance

1	Productivity	42.8
2	Job-Satisfaction/Morale	73.9
3	Decision-Making Abilities	39.8
4	Accuracy	52.7
5	Creativity	51.6
6	Attention to Appearance	28
7	Organisational Skills	46.3
8	Courtesy	65.2
9	Cooperation	49.5
10	Initiative	45.2
11	Reliability	26.6
12	Alertness	39.4
13	Perseverance	35.5
14	Tardiness	25.8
15	Absenteeism	28.3

Sources: Survey Based

According to the conducted survey, it was determined that stress exerted the most significant influence on Job Satisfaction/Morale, Courtesy, Accuracy, and Productivity. Conversely, stress was one of the least impacts on personal appearance and absenteeism. Nevertheless, it is crucial to acknowledge that controls these factors differ in both nature and magnitude, and it is the duty of the Institution to thoroughly examine and evaluate the extent of their impact on organizational operations. Subsequently, the organization must develop efficient strategies to alleviate the adverse effects of stress on the functioning of the place where all the workers are working. Investigation also analyzed the stress-alleviating initiatives provided in the work place. Questionnaire's fourth segment comprised a list of seventeen programs designed to address stress management. Participants were requested to indicate the programs that their respective companies had implemented for stress management. The collected responses are presented in Table 3

Table 3: Programs Offered by Employers to Manage Stress

Types of Programme	Responses (Percentages)
Insurance	72
Breaks	69.2
Educational Assistance/Reimbursement	51
Access for Disabled	42.6
Alternate Schedule	34
Employees Assistance Programme	34
Wellness Program	34
Flex time	29.8
Seminar on Stress Management	29.8
Training Program	29.8
Piped Music	17.2
Assigned Parking	17
Empowerment of Employees	17
Ergonomically Correct Furniture	17
Financial Counseling	8.5
Child –Care Assistance/Crèches	4.3

Sources: Survey Based

The insurance industry garnered the highest proportion of responses, constituting 72.0% of the overall total. In contrast, therapy received the lowest response rate, with a mere 2.1% of respondents expressing their inclination towards it. Foster (2002) conducted a study where it was discovered that implementing low- cost stress reduction programs such as playing classical music and establishing a comfortable work environment proved to be effective. Nevertheless, the participation rates for these initiatives showed a rather modest figure, with a mere 17.2% of individuals indicating a preference for piped music, and 17.0% indicated a desire for the use of ergonomically appropriate furniture. Maurer (2002) suggests that it is desirable for organizations to implement strategies that enable workers to assess stressful situations and adopt a rational approach to their conduct. In contrast to what was found by the Maurer (year), it was observed that a very low percentage of participants, namely 17.0%, reported that their companies provide Employee Empowerment Programmes. In contrast, a significant proportion of participants, namely 34.0%, reported the presence of wellness programmes and on-site workout facilities at their disposal. Barden (2001) asserts that interventions designed to improve an individual's physical well-being have shown efficacy and utility in the mitigation of stress. Nevertheless, the prevalence of alternative stress management techniques exhibits variability. In descending order, these methods include taking breaks (69.2%), receiving educational assistance or reimbursement (51.0%), providing access for disabled individuals (42.6%), offering alternative schedules (34.0%), implementing Employee Assistance Programs (34.0%), establishing Wellness Programs (34.0%), providing flextime options (29.8%), conducting stress management seminars or classes (29.8%), offering training programs (29.8%), assigning parking spaces (17.0%), providing financial counseling (8.5%), and offering on-site assistance with child care (4.3%).

Conclusions and Recommendations

Stress is the adaptive reaction of an individual to a stimulus that imposes an overwhelming burden on their psychological and physical well-being. There are various factors that can contribute to the different problems arising from the problem. Prominent stressors within organizational settings encompass task which calls for demands may be it is physical or role, and interpersonal demands. Life

stressors encompass significant life changes and traumatic events. The findings of this study have unequivocally demonstrated that stress significantly impairs employees' work performance. Work-related stress has been shown to have a major influence on two key areas: job satisfaction and productivity. Therefore, it is crucial to recognize that stress should not be seen exclusively as an individual concern, since it immediately reduces work satisfaction and impedes productivity, thereby negatively impacting the entire operational efficiency of the organization. The findings of this research have served as a catalyst for employers to acknowledge the significance of stress management within the workplace, resulting in the implementation of a wide range of stress management programmes. Employers often provide insurance as the primary programme for addressing stress management. This observation suggests that businesses generally see insurance as the most effective method for providing a protective measure for their workers. It is essential for employers to provide a diverse array of stress reduction programmes to assist workers in efficiently coping with stress, considering its pervasive prevalence within the workplace. Moreover, it is recommended that companies conduct surveys in order to assess the effectiveness of the current programmes in adequately treating the stress levels of their workers. It is crucial for workers to actively contribute their thoughts on stress management to their employers, therefore aiding in the implementation of appropriate stress reduction efforts. In addition, it is important for educators to include discussions pertaining to workplace stress and stress management techniques inside their business curriculum. Further exploration is required, specifically in exploring many aspects of an employee's life that may be negatively influenced by stress, The stress affects different dimensions of an individual's well-being. Moreover, it is crucial to comprehensively examine supplementary factors to find the personal and occupational roots and expressions of stress in an individual.

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