

Stress

The study of stress is Important in OB because stress is an Independent variable Influencing employee satisfaction and performance. stress is related with heart disease, a reduction in permanency of workforce. It is compulsory on management to improve quality of life of employees.

Meaning: In simple words stress "means feeling of pressure, while working in the organization. In case of newly recruited employer Stress means psychological pressure which is mostly the natural thing, when any person has newly joined the group. It is common in case of newly recruited employees in the organization. However, in case of some person it is inborn tendency. they are always under some psychological pressure in daily life.

Defination: An adaptive (become adjusted to new conditions) response to a situation that seems as challenging or threatening is called as stress. OR stress is non-specific response of body to any demand.

SOURCES OF STRESS: There are 4 sources of stress. 1. Organizational level stress 2. Individual/personal level stress 3. Group level stress 4. Environmental/Extra organizational level stress. We have to study only 1. Organizational level stress and 2. Individual/personal level stress.

a) Organizational level stress: 1) Role Ambiguity 2) Role Conflict 3) Role Overload 4) Role Under load 5) Responsibility for People 6) Lack of Participation 7) Physical Environment Stressors 8) Stressors Intrinsic to the Job

1) Role Ambiguity: A role is a set of activities associated with a certain position in the organization or in society. If these work activities are not defined then the person who is carrying out these activities will not behave as others expect him to because his role is not clearly defined. Thus, when there is no certainty regarding job definitions or job

expectations then "people experience role ambiguity. Role ambiguity is particularly strong among managerial jobs where responsibilities are more general. And role definitions and task specifications are not clear. Thus employee becomes uncertain of what exactly they have to do and exactly whom they must report.

2) Role Conflict: Role conflict occurs when two or more persons have different and sometimes opposing expectations of given individuals. Thus there are two or more sets of pressures on the employer. In other words, role conflict occurs 1) when inconsistent demands are simultaneously placed upon an employee. 2) inter role conflict where an employer plays more than one role simultaneously in his life and demand of these roles conflicts with each other.

3) Role Overload: The role overload can occur either when there is too much work to complete in a given time or it is too difficult to accomplish because of lack of skills and ability. Role overload occurs when the work requirements are so excessive (अतिप्रमाणात) that employees feel that they do not have adequate time or ability to meet such requirements.

4) Role Under load: Role under load occurs when a person's ability is underutilized so that either there is too little work or is too little variety in the work. If a salesman with high inter-personal skills is given a job in a store where there are not too many customers then he will feel that his ability is not being utilised. Role underload leads to excessive absenteeism and such workers show very little interest in organization activities. It results in low self-esteem and low job satisfaction. This creates stress with increased frequency of nervous complaints and symptoms and other health problems.

5) Responsibility for People: Any type of responsibility can be a burden upon an individual. For example organisational responsibility like budgets, equipment and projects can cause stress.

6) Lack of Participation: High role conflict may be created if there are inconsistent demands from superiors (अनेक सुपरवायझर) indifferent situations. Lack of Participation where subordinate (सुपरवायझर पदाच्या खाली काम करणारे नोकर) are expected to contribute can result in higher stress.

7) Physical Environment Stressors are also causes of job stress. These factors are

1) Political Factor: Political factors are likely to cause stress in countries which suffer from political uncertainties as in Iraq

2) Economic Factor: Economic uncertainties are resulted from changes in the business cycle, When the economy is narrowing, people become increasingly anxious about their security.

3) Technological Factor: Technological uncertainties can cause stress as new innovation can make an employee's skills and experience obsolete in a very short period of time, computers, robotics, automation and other forms of technological innovation are a treat to many people and cause them stress.

8) Stressors Intrinsic to the Job: The nature of the job itself determines the type and degree of stress which can be induced. Some jobs lead to more stress related to response than others. E.g. the jobs as of police officers or air traffic controller are considered as to be stressful.

b) Personal/Individual Factors: Events in personal life cannot be isolated from events in work life. A person with an unhappy family-life seldom expresses a positive attitude at work. Much of the stress brought about by non-work situations may be due to divorce, unhappy marriage, death of a loved one, financial difficulties. These difficulties are specially stress producers if they are unexpected. Problems at work can produce stress in personal life. Thus, job stress and life stress are often related.

Time conflict: Time required for non-work activities interferes with work. E.g., family responsibilities (e.g., caring for sick parents), volunteer work etc.

Strain (hurt) conflict: Stress from one domain spills into other. It occurs because Relationships, finances problem, new responsibilities, etc.

Outcomes of Stress: Psychological reactions, Physiological reactions-High blood pressure, sweatiness, irregular heartbeats, confuse, etc. Behavioural reactions- Attempts to manage situation(e.g., shopping, exercise)