**OCCUPATIONAL STRESS CHALLENGING TRENDS TO MANAGEMENT**

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***ABSTRACT***

The word “stress ” has been deduced from the Latin word, “ Stringere ” which suggests drawing tight. The term is employed to ask difficulty, strain, adversity or affliction. colorful terms have been synonymously used with stress as anxiety, frustration, conflict, pressure, and so on. Every mortal being has his/ her own understating of stress because all demands of rigidity do elicit the stress miracle so much of psychologists epitomized the nature of stress. Everybody knows what stress is and yet nothing knows what it’s. The term stress has been employed in multitudinous different surrounds that there is confusion regarding the precise meaning of the term. Hans Selye is generally considered the innovator of the term stress in studying mortal geste  
within the 1960s or earlier some of the authors connected feelings and mortal geste  
and described the “ global adaption pattern ”. crucial Words Occupational Stress, rigidity, pattern, positive Stress, Negativestress.

**Key Words: Occupational Stress, adaptability, syndrome, positive Stress, Negative stress.**

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**INTRODUCTION**

“Stress is defined as anon-specific response of the body to any demand made upon it, which results in symptoms similar as rise in the blood pressure, release of hormones, swiftness of breath, tightening of muscles, perspiration and increased cardiac exertion. Stress isn't inescapably negative. Some stress keeps us motivated and alert, while too little stress can produce problems. still, too important stress can spark problems with internal and physical health, particularly over a prolonged period of time. ”- Marzabadi E A, TarkhoraniH. “Stress occurs when the perceived pressure exceeds your perceived capability to manage’- Palmer, Cooper & Thomas. “Stress implies the commerce of the individual with the terrain”- Ivancevich and Matteson. “Job stress is a condition wherein job- related factors interact with the worker to change(disrupt or enhance) his/ her cerebral or physiological condition similar that the person( mind and/ or body) is forced to diverge from normal functioning ”- Beehr and Newman.

**STAGES OF WORK STRESS**

According to Pestonjee( 1992) work stress progresses through a series of five stages

* **Honey Moon Stage**

The person’s appointment to a new job is excitement, enthusiasm, challenge and pride. Dysfunctional processes at this stage would include the reduction of energy reserves in managing and conforming to the new environment.

* + **Full Throttle Stage**

Gradationally vague passions of loss, fatigue and confusion may arise because of the rapid-fire reduction of coffers. Other symptoms include dissatisfaction, sleep disturbances and tendencies similar as gluttony, drinking orsmoking**.**

* **Chronic Symptom Stage**

Energy deficit could gradationally lead to the development of habitual and more pronounced physiological symptoms. habitual prostration, physical illness, angers and depression may overpower theperson.

* + **Crisis Stage**

As the symptom persists the person enters the extremity stage. He develops an escapist station and feels tyrannized. habitual backaches, headaches, high blood pressure, wakefulness and indeed peptic ulcers and asthma develop.

* + **Hitting The Wall Stage**

No person can continue under train for too long, as one’s energy coffers aren't horizonless. Under the pressure of constant stress coupled with the physical and internal effect, one may reach the end of one’s professional career. In other words, Burn Out Stress Pattern( master) may do, at the other extreme i.e. under conditions of extreme hypo stress. This is most likely to do when the gap between one’s capabilities and environmental commands come too wide.

**NATURE OF WORK-RELATED STRESS**

* **Relationship between Stress and Pressure**

Everyone gests pressure at some time in his or her life. Pressure isn't only ineluctable but essential to help us feel stimulated and excited about achieving the pretensions that give us our sense of achievement and satisfaction. Problems arise only when pressure is inordinate, prolonged or come from too numerous directions at the same time. This inordinate pressure challenges our capability to manage by creating a feeling of being out of control. utmost people can deal with high situations of pressure at times, but when fresh pressures or heads arise it may come decreasingly delicate, if not insolvable, to manage. To manage occupational stress, the significance of particular and domestic problems must be recognized. There are immediate and longer- term responses to inordinate pressure. The acute responses are related to thrill and involve passions of anxiety, a racing palpitation, flushing, sweating, a dry mouth and trembling. However, incapability to sleep, skin conditions, If the pressure goes on for a longer period of time the responses can include headaches. Long- term pressure can lead to physical and cerebral illness or may make being medical conditions, similar as heart complaint, worse.

* **Organizational Culture and Stress**

Organizations can produce situations that put people under overdue pressure. occasionally this is necessary, but frequently with a little study the worst situations can be avoided. What's needed is an openness of approach to the work and recognition that there may be further than one way to achieve a business ideal. Organisational societies that award directors for gets  
low performance. It's essential to ensure that measures for relating and diving overdue  
the cost of low performance. It is essential to ensure that measures for identifying and tackling undue pressure during such times are built into and resourced within the project plan at the design stage.

* **Factors That Can Lead To Excessive Pressure And Stress**

There is a wide range of factors that can cause undue pressure and stress to employees. The Health and Safety Executive (HSE) has identified seven broad risk factors: culture, demands, control, relationships, and change, role and support, training and individual factors.  
**Some of the factors that can have an impact on employee well-being are listed below:**

• Unsympathetic organisational culture

• Poor communication between managers and employees

• Lack of involvement in decision-making

• Excessive workload

• Lack of training and development

• Continual or sudden change

• Insufficient resources

• Conflicting priorities

**COMMON WORKPLACE STRESSORS**Examples of possible causes of stress are as follows.  
**Threats**

• Risk of harm caused by working in unsafe conditions

• Possibility of dismissal

• Rate of change

• Uncertainty of change

• Poor interpersonal relationships with supervisors or co-workers

• Harassment from others

• Discrimination.  
**Pressure to**

• Meet unreasonable deadlines

• Adopt new technology

• Adapt to certain management styles

• Accept new goals and targets

• Comply with unreasonable proposals

• Accept and act upon performance feedback  
**Frustration from**

• Poor workplace communication and consultation

• Lack of acknowledgment in the workplace that a stressor exists

• Lack of acknowledgment of the individual’s achievements

• Not being suited for, or properly trained for a job.  
**Major stress can be caused by**

• Personal loss, such as the death of a loved one or the end of a relationship

• Threat of physical danger

• A major industrial accident

• Loss of job.  
**THE INDIVIDUAL’S RESPONSE TO WORKPLACE STRESS**

What may be significant in one person’s mind may not be in another. It is often difficult for an employee to choose a rational response and they may internalize the stress. This could result in physiological, emotional and/or behavioral responses that are recognized as symptoms of stress. Examples of these include:  
**Physiological change**

• Increased blood pressure

• Tiredness

• Stomach ulcers

• Digestive disorders such as indigestion, constipation or diarrhoea

• Weight loss or gain

• Headaches  
**Emotional Change**

• Increased tension

• Anxiety

• Depression

• Frustration

• Feelings of emptiness  
**Behavioural change**

• Over/under eating

• Misuse of alcohol and other drugs

• Interpersonal difficulties

• Difficulty in sleeping

• Aggressive or passive behaviour

• Workplace conflict

• Absenteeism  
**SOURCES OF DATA**

Primary data is collected from officer’s cadre employees by using a standard format Questionnaire.  
**SAMPLING**

The researcher collected data from 110 officers (out of 124) by using purposive / convenience sampling method.  
**INSTRUMENT FOR DATA GATHERING**

ORS scale was developed by Udai Pareek(1982). The ORS scale contains five items for each role stress ( a total of 50 statements); it uses a point scale. (0- 'If you never or rarely feel that way', 1- 'If you occasionally feel that way', 2-'If you sometimes feel that way', 3 -'If you frequently feel that way', and 4 -'If you always feel that way', respectively) “People have different feelings about their roles. Statements describing some of them are given below. Use the answer sheet to write your responses. Read each statement and indicate, in the space against the corresponding number in the answer sheet, how often you have the feeling expressed in the statement in relation to your role in the organisation. Use the numbers given below to indicate your own feelings. If you find that the category to be used in answering does not adequately indicate your own feelings, use the one which is closest to the way you feel. Do not leave any item unanswered.” Total score of ORS ranges between 0 - 200 and on each role stress ranges from 0 to 20. A simple summation of the scores of the subject o each role stress would indicate the scores on that dimension. Pareek (1982) has identified the following ten stressors based on organisational roles.

**Inter-Role Distance (IRD)**

IRD refers to the conflict between the organisational role and other roles. When an individual occupies more than one role there are bound to be conflicts between the different roles that he occupies. (Item nos 1, 11, 21, 31, and 41).  
**Role Stagnation (RS)**

RS takes place when an individual feels there are few opportunities for learning and growth in the role. In organisation which are fast expanding and which do not have any systematic strategy of manpower development, managers are likely to experience this stress (Item nos 2, 12, 22, 32, and 42).

**Role-Expectation Conflict (REC)**

REC means conflicting demands made on the role by different persons in the organisation. One may receive conflicting expectations from the boss, subordinates, peers or clients. (Item nos 3, 13, 23, 33, and 43).  
**Role Erosion (RE)**

RE is a feeling that some important functions a role occupant would like to perform are being performed by some other person. This happens when organisations are redefining their structure, wherein it may lead to elimination of some roles and creation of new ones. This may prompt managers to feel that new role is less important than the previous role. (Item nos 4, 14, 24, 34, and 44)

**Role Overload (RO)**

Role overload is the result of large variations between the expected output and actual output. When role overload is high neither the delegation process non-assistance, is useful towards role performance. (Item nos 5, 15, 25, 35, and 45)

**Part insulation(RIs)**

RI emanates due to lack of liaison between one’s part with other places in the organisation. In a part set, a part inhabitant feels that certain places are psychologically near to him due to frequence and ease of commerce. When liaison are strong, the part insulation will be low and in the absence of it, part insulation is felt high. thus part insulation can be measured in terms of the being and the asked liaison.( Item nos 6, 16, 26, 36, and 46)

**Particular Inadequacy(PI)**

When a part inhabitant feels that he's not prepared to take over the part effectively, he may witness this stress. The part inhabitant may feel that he has not had enough time to prepare for the assigned part. Persons who are assigned new places without enough medication or exposure are likely to witness this type of stress.( Item nos 7, 17, 27, 37, and 47)

**Self Role Distance(SRD)**

This stress arises out of the conflict between the tone conception and the prospects of the part, as perceived by the part inhabitant.( Item nos 8, 18, 28, 38, and 48)

**Role Aebulosity( RA)**

When an existent isn't clear about the colorful prospects that people have from his part, he experiences this type of conflict. It may be due to lack of information or feedback to the part inhabitant. part nebulosity may be in relation to the conditioning, liabilities, precedences, morals or general prospects. occasionally part nebulosity may radiate out of enwrapping places which are recently created in an organisation.( Item nos 9, 19, 29, 39, and 49)

**Resource Inadequacy(RIn)**

This stress is endured due to non-availability of coffers demanded for effective part performance. These may be information, people, material, finance or installations.( Item nos 10, 20, 30, 40 and 50)

**RELATIONSHIP AMONG ROLE STRESS DIMENSIONS**

**LEVEL OF STRESS WITH ALL VARIABLES**

**25**

**15**

**2**

**8**

**16**

**29**

**25**

**13**

**21**

**29**

**70**

**69**

**91**

**89**

**70**

**69**

**68**

**78**

**61**

**59**

**15**

**26**

**17**

**13**

**24**

**12**

**17**

**19**

**28**

**22**

**0**

**10**

**20**

**30**

**40**

**50**

**60**

**70**

**80**

**90**

**100**

**110**

**120**

**IRD**

**RS**

**REC**

**RE**

**RO**

**RI**

**PI**

**SRD**

**RA**

**RIN**

**Low**

**Medium**

**High**

The following table depicts the relationship among various dimensions of Role Stress:

|  |  |  |  |  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- |
|  | **IRD** | **RS** | **REC** | **RE** | **RO** | **RI** | **PI** | **SRD** | **RA** | **RIN** |
| **IRD** | - | .777 | .421 | .495 | .207 | .633 | .489 | .453 | .394 | .453 |
| **RS** | .777 | - | .691 | .512 | .458 | .635 | .792 | .645 | .679 | .651 |
| **REC** | .421 | .691 | - | .396 | .735 | .671 | .824 | .547 | .584 | .781 |
| **RE** | .495 | .512 | .396 | - | .518 | .779 | .420 | .429 | .611 | .451 |
| **RO** | .207 | .458 | .735 | .518 | - | .641 | .594 | .487 | .519 | .691 |
| **RI** | .633 | .635 | .671 | .779 | .641 | - | .682 | .430 | .557 | .589 |
| **PI** | .489 | .792 | .824 | .420 | .594 | .682 | - | .589 | .548 | .791 |
| **SRD** | .453 | .645 | .547 | .429 | .487 | .430 | .589 | - | .506 | .784 |
| **RA** | .394 | .679 | .584 | .611 | .519 | .557 | .548 | .506 | - | .560 |
| **RIN** | .453 | .651 | .781 | .451 | .691 | .589 | .791 | .784 | .560 | - |

Considering the relationship of IRD with other dimensions of role stress, it is observed that the correlation with RS and RI are high with r value 0.777 and 0.633 respectively. It is concluded that RS and RI are the dimensions which are very highly correlated with IRD.

RS is the role stress dimension that is highly correlated with PI, IRD, REC, RA, RIN, SRD and RI with the corresponding correlation 0792, 0.777, 0.691, 0.679, 0.651, 0.645 and 0.635.

REC is highly correlated with PI (0.824), RIN (0.781), RO (0.735), RS (0.691) and RI (0.671). It has high correlation with PI, RIN, and RS. RE is the dimension which is highly correlated with RO 0.779 and RA0.611. RO is the role stress dimension that is highly correlated with REC with r value 0.735, RIN with the r value 0.691 and RI with its r value 0.641.

PI and SRD are highly correlated with RIN with its correlation value of 0.791 and 0.784 respectively. The correlation between RA and RIN is also found around 60 %( r = 0.56). Maximum Correlation is observed between REC and PI with r value 0.824. Followed by the correlation between PI and RS (r = 0.792) and PI and RIN (r = 0.791). Personal inadequacy is responsible mainly for REC, RS and RIN.

**Friedman's Test**

The following table shows the most contributing variable among Organisational role stressors:

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
| **Sl.#** | **Variables** | **Points** | **Result(rank)** | **New group and rank** |
| **01** | IRD | 6.38 | 3 | **1 (4-RE, 2-RS)** |
| **02** | RS | 6.84 | 2 | **2 (1 IRD)** |
| **03** | REC | 4.18 | 9 | **3 ( 7 PI, 8- SRD)** |
| **04** | RE | 7.19 | 1 | **4 ( 6- RI, 10- RIN)** |
| **05** | RO | 4.49 | 8 | **5 ( 5-RO)** |
| **06** | RI | 5.12 | 6 | **6 (3 – REC)** |
| **07** | PI | 5.98 | 4 | **7 ( 9- RA)** |
| **08** | SRD | 5.78 | 5 |  |
| **09** | RA | 3.90 | 10 |
| **10** | RIN | 5.12 | **7** |

From the above table we came to know that RE and RS are the most contributing variables of organisational role stressors , RA and REC variables are the least contributing variables for organisational stress. Other variables like RI, RIN and RO place in middle.



**FINDINGS RELATED TO FRIEDMAN TEST**

**From** Friedman test we came to know that part corrosion( shaft) and part Recession( RS) are the most contributing variables of organisational part stressors. part nebulosity(RA) and part- Anticipation Conflict( REC) variables are the least contributing variables for organisational stress.

**CONCLUSIONS**

Since the association tends to profit from a stress-free plant, employers must take the action to arrest stress in every conceivable manner. installations and programmes aimed at arresting stress in the plant must be considered as investments and not as charges. When there's little or no stress that results from the commerce between and among people in the association, the association increases its chances of success. On the other hand, every hand must be responsible for his/ her own well- being and must do everything to combat stress. A stressed-out existent will be ineffective not only as an hand but also as a person. A stressful working experience can negatively affect the other angles of one’s life. Eventually, thus, every existent must be responsible for not allowing stress to enter into his/ her life. A stress free life is a happy life.

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