

SUBJECT: Educational Management & Administration-Elementary. (SC4)

Human Resource Management

Dept of Education

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TOPIC: Management of Conflict And Stress 2

MANAGEMENT OF STRESS:

Stress at workplace is a common feature and majority people experience it. Some jobs are associated with stress. The persons holding these jobs come under stress and suffer from the consequences.

Whenever a person plans a goal and he is not able to cope or achieve it or if there is a deviation from normal performance, this trend results towards having psychological problems personally associated with physiological problems.

Physiological problems means any state during which the body tends to mobilize its resources and utilize more energy than it ordinarily would.

WHAT ARE THE THINGS THAT HAPPEN IN STRESS?

Any event that threatens you may cause stress. It is not certain which specific events will cause stress. Sometimes, an event may cause stress, but the same event may not cause stress, some other time. The stress leads to:

- physiological and psychological changes such as changes in heart rate, skin resistance, respiration, blood pressure and endocrine activity.
- These changes will deviate a person from normal performance.
- These changes are known as stress response.
- These changes often lead to anxiety and fatigue.
- A moderate level of stress may have positive effect and person may work harder and for long hours but a low level of stress may have negative effect and adversely affect the performance of the employee.

Stress at workplace has become an important topic of study of organisational behaviour. Stress has to be addressed for effective practice of human resource management. The following are the **CAUSES OF STRESS OR STRESSORS** which are relative to person, time and situation.

1. Organisational Causes:

- **include the organisational structure** means authority, responsibility relationship, and decision making process.,
- **managerial leaderships-** your position in the organisation, style of leadership adopted by the

managers and executives of the organisation also affect the mental balance of the employees and they fall prey to stress. Some managers create fear in the minds of the employees that become a cause of stress. While democratic style eases the tension.

- **rules and regulations**, Rules and regulations also become the cause of stress. Bad and coercive rules and regulations and strict adherence to them by managers are the immediate cause of stress.
- **extent of centralization and decentralization**, means centralized decisions and allowing participation of employees in decision making. Centralisation of authority in one or few hands may also cause stress. Decentralisation of authority relieves the employees from stress.
- **type of communication** Type of communication adopted by the organisation also causes stress. Effective communication is must for smooth working. Policies rules and regulations must be communicated to the employees. Lack of communication creates problems.
- **delegation of powers**
Delegation of authority is effected to get the work completed early and relieve the managers of their managerial burden. Some managers do not delegate their authority and want to work themselves. This increases their burden of work and they come under stress.
- **number of employees in a room or hall working together etc.**
The large number of employees working in a room also is a cause of stress. They can't concentrate on their work in a crowd and come under tension.

Some **other potential causes of stress** at the organisation level are

- **nature of job** Certain jobs are associated with stress.
- **threat for timely performance.** A pressure is created for their performance on time. Timely decisions are to be taken.
- Some of the high strain jobs include those of telephone operators, assembly job workers, personal assistant and secretaries, busy executives etc.
- There are certain jobs need work for long hours and have to acquire new skills. Long working hours put them under strain.
- certain jobs where high tone noise and terrible heat is involved and working environment is not that good. Such jobs put the workers under tension.
- overloaded with work and the superiors want early disposal of the work.
- various types and kinds of people working together, may not cooperate. They have to achieve organisational goals unitedly.
- lack of interpersonal relationship among employees specially where social support from their partners is needed.

2. Group Level Causes:

- Employees have to work in groups.
- Certain jobs demand teamwork.
- Employees' behaviour is influenced by group.
- lack of cohesiveness and social support causes stress.
- Working together in groups is essential at lower level of the organization. Lack of this is a cause of stress.

- Workers when they work together and in groups they develop social relationships at the workplace. They get support from each other. Lack of social support becomes a cause of stress.
- The conflicts between groups also are a cause of stress because inter-department or intergroup conflicts increase the burden of work and cause strain.

3. Individual Level Causes:

- when two superiors have assigned work to the same individual simultaneously, the stress is whose work is to be finished first.
- Another reason for stress for an individual is when the job responsibilities are not clearly defined.
- Some individuals are workaholics; works speedily and exactly, don't rest, and don't enjoy life. If they fail to achieve task, they come under stress. They suffer from high blood pressure and prone to heart attack.
- Another type of individuals, remain stress free comparatively. These individuals do not bother if work suffers, they take their own time to complete the task, and they enjoy life and take full rest, causing stress to their colleagues and the person who has delegated the work.
- The change in job and job responsibilities because of promotion or transfer also put an individual under stress.
- Dual career is also a reason for stress.

4. Domestic Level Causes:

- Everyone wants complete freedom.
 - The needs of the family to live comfortably and luxuriously
 - middle class people face identity crisis.
 - financial crisis has become a major cause of worry and tension.
 - Children's education,
 - death of a spouse,
 - purchase of new house,
 - soaring prices, etc.
- are the causes of stress to an individual on domestic front.

5. Other Causes:

- Among other include economic, political and technological changes that are going on continuously.
- These are extra organizational work has negative effect on jobs. E.g. in India computerization in banks and government organisation was opposed by the employees unions because they took it as a threat to their jobs.
- The changes in economic, political and technological front sometimes have potential threat to the jobs.
- Age, health and education are also the factors causing stress.
- less chances of promotion on account of pyramidal structure of organisations put them under stress.
- Health is another factor that gives strength to cope with stress but people under stress Unhealthy and sick employees cannot cope with stress.

- Qualified/educated, not getting promotion live under tension.

CONSEQUENCES OF STRESS:

- serious consequences or effects of stress on health of the employees and their work performance.
- serious physical problems (include chronic fatigue, ulcers, diabetes, skin disorders, asthma, allergies, high blood pressure, migraine, irritations, increased heart and breath rates, heart attacks etc.) and
- psychological problems(include tension, emotional imbalance, boredom, job dissatisfaction, anxiety, depression, irritation and procrastination i.e. the habit of putting off the work).
- adverse changes in job performance, increased absenteeism,
- increase in the habit of smoking and alcoholism, and cynicism.
- stressed employees fails to put their best performance resulting into low production ultimately leading to losses.
- organisations providing medical facilities have to spend more on the employees suffering from diseases so a financial burden on the organisations.
- It has psychological and physiological effects on both employees and managers both affecting their health and performance at work,
- It is a major cause of absenteeism and poor employee turnover,
- 3) Employee under stress may cause safety problems to fellow employees specially when he is handling dangerous machines and equipment's,
- It makes an employee nervous and may lose temper,
- It makes an employee non- cooperative in nature,
- It may affect any member of the organisation whether he or she is a worker, manager, old and young both.
- **Burnouts:** Burnout is the result of chronic emotional stress, physical exhaustion and excess depression.
prolonged exposure to intense emotional stress and involving, physical, emotional and mental exhaustion.
symptoms of burnout are excessive increase in drinking and smoking and person wants to isolate from others, increase in high risk taking behaviour and become accident prone, goes crazy, over depression leads to feeling of helplessness, doesn't believe anyone etc.

Stress is not always negative.

STRESS MANAGEMENT COPING TECHNIQUES

There are two coping technique:

A. Problem focused coping: -

Problem focused coping

Psychologically, the problem focused coping is highly beneficial.

It increases a person's sense of self-esteem, control and effectiveness.

B. Emotion focused coping: how you respond to stress in an emotional manner, especially by using defence mechanisms.

Main ways of handling stress:-

1. Avoid unnecessary stress:-

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Learn how to say “No” - It may be in your personal life or may be in your professional life avoid or refused to accept added responsibility.

- Avoid the people who stress you out.
- Avoid hot-button topics.
- Make to-do list – analyze your schedule, and daily tasks.
- Avoid negative self talk.

2. Alter the situation:-

- Express your feelings instead of keeping inside.
- Be willing to compromise
- Be more assertive
- Time management
- Adapt to the Stressor:-

Look at the big picture – analyze the stressful situation and then ask yourself how it should be long term important for me or not if your answer is no then let thing go.

- Focus on positive self talk.
- Accept the things you can't change:-
- Don't try to control the uncontrollable

Look for the up side – when facing major challenges, try to look at them as opportunities for personal growth

- learn to forgive
- Make time for fun and relaxation:-
- Go for a walk
- Spend time in nature
- Call a good friend
- Write in your dairy
- Play with kid
- Play with pet
- Curl up with a good book
- Listen music
- Watch a comedy
- Set a site relaxation time
- Do something you enjoy everyday
- Adopt healthy life style:-
- Exercise regularly
- Do yoga
- Eat a healthy diet
- Reduce caffeine and sugar – by reducing the amount of coffee, soft drinks, chocolate, and sugar snacks in your diet,

you will feel more relaxed and you will sleep better.

- Avoid alcohol, cigarettes and drugs
- Get enough sleep

Stress Reduction Strategies: A sincere attempts to reduce stress

(1) Organisational level strategies, and

(2) Individual level strategies.

1. Organisational Level Strategies:

- programmes for its employees such as relaxation techniques,
- physical fitness programmes,
- stress education,
- group discussions,
- family counseling,
- hobby workshops,
- sports and recreation facilities,
- time management,
- counseling in respect of drug and alcohol abuse,
- obesity control techniques etc.
- to reduce stress.
- combination of industrial engineering physiological and psychological needs of the individual at the workplace- Comfortable chairs can be designed for sitting employees comfortably. Personal comfort at the workplace for employees while working
- Improved communication,
- proper delegation of authority reducing centralization of authority,
- jobs redesign specially to enrich them,
- proper selection and placement of persons at respective jobs,
- participative decision making and
- practicing the core techniques of human resource management
- are some of the strategies that can keep the stress under control.
- Management of temperature and humidity and soothing climate helps in reducing stress at workplace.

2. Individual Level Strategies:

individual should make all out efforts to manage his own stress effectively.

Following are some of the ways to manage stress individually:

- One should take proper balanced diet at proper time.
- Avoid drinking and smoking.
- Regular exercise for fitness.

- Know your strong and weak points.
- Relax for some time to control blood pressure, heart rate.
- Prayers like worshiping, offering Namaz, etc., meditations, yoga can help reduce tension.
- Effective time management by preparing daily lists of work according to their priorities and follow it.
- Plan your career.
- Open your heart to your friends; express your feelings, emotions, threats etc. It helps in relieving the mind from botheration.
- Take pride on your achievements and receive from others.
- Exercise control on yourself.
- Identify the factors causing stress. Try to keep away from them as far as possible.

The above are the ways and means to keep stress in check.

(Please refer to websites for more information)

WRITE NOTES ON : How to manage conflicts and stress at work?

Next Topic will be GRIEVANCE MANAGEMENT

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