

ORGANIZATIONAL CULTURE AS A MEDIATOR IN THE STRESS-PRODUCTIVITY RELATIONSHIP

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ABSTRACT

Stress is the “wear and tear” our mind and body experience as we try to face and cope up with the continuously changing environment. Stress is the reaction of people when excessive pressure or demand placed on them. Stress arises when people worry that they can’t cope up with the situation. In other words, Stress is defined as the function of pressure and resources i.e. $S = P > R$.

Depression, anxiety, worry, tension, anger, tense are the few examples of stress. There are various factors inside and outside the organization which creates stress on the employees.

The degree of stress is inversely proportional and related to productivity of the employee. As the stress increases the productivity of the employee decreases. This entire study is focuses on the various factors which affects the productivity or output of the employees and overall functioning of the organization.

Keywords: Stress, anxiety, distress, eustress, effectiveness.

I. INTRODUCTION

Definition of stress

Stress is the "wear and tear" our bodies experience as we adjust to our continually changing environment; it has physical and emotional effects on us and can create positive or negative feelings. As a positive influence, stress can help to encourage us towards action; it can give outcome in the form of new awareness and an exciting new perspective. As a negative influence, stress can be in the form of feelings of distrust, rejection, anger, and depression, which in turn can lead to health problems such as high blood pressure, heart disease ,headaches, upset stomach, insomnia, ulcers and stroke etc. Stress is defined as the function of pressure and resources i.e. $S = P > R$.

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Sources of stress

A. Organizational Stressors

In organizations and work place the most common causes of stress are task demands, role demands, interpersonal demands, organization structure, organizational leadership and organization’s life cycle.

Task demands are those factors which are related to a person’s job. They include the design of the individual’s job, working conditions, and the physical work layout. Job Security and Work overload are the other two task demands that can cause stress.

Role demands include role conflict, role ambiguity, role erosion, and role overload.

Inter-personal demands conflicting personalities and behaviors may cause stress. Conflict can occur when two or more persons have to work together even though their personalities, attitudes and behaviors completely differs.

B. Group Stressors

This can be categorized into four as follows:

- Lack of group cohesiveness.
- Lack of social support.
- Inter-personal and inter-group conflict.
- Sexual harassment.

C. Individual Stressors

Among Individual stress factors mainly are - personality, life and career changes and life trauma.

D. Environmental Factors

These factors include political, economic and technological uncertainties.

II. OBJECTIVES OF THE STUDY

- To analyze the various human related issue especially mental health of the employees or stress.
- To know about the various consequences of stress.
- To know about the factors affecting stress and efficiency of employees.
- To determine the type of stress among the employees whether positive or negative.
- To know how people behave when they are stressed.
- To know, how the stress is managed.

III. RESEARCH METHODOLOGY

The research study is Descriptive in nature .The study is based on secondary data. In this regard various libraries were visited and some on-line journals were also reviewed in this direction. The analysis of data is done in detail with some extensive literature review.

IV. LITERATURE REVIEW

Singh A. P.& Singh S.(2009) emphasizes on the phenomenon of Job Satisfaction. Job Satisfaction is basically related to Stress and Work culture of the organization. Stress can be classified into two main types i.e. Eustress and Distress. Positive stress related to better performance while negative stress leads to dissatisfaction among employees.

Gladies J. J. & Kennedy V.(2011)- revealed a correlation between Organizational Climate and Job Stress among the women. It is necessary to understand the causes and factors of stress and also analyze the various technique to reduce or remove stress.

Charu M. (2013)-stated that stress related to quality of work life. Proper pay structure, role demands, supervisory support, job environment, capability of the job, role autonomy and stress are the few important factors which are directly affect the quality of work life. Rapid change in business environment is also one of the biggest factor of Stress.

Kavitha(2012)- focuses on the role of organization in managing and reducing stress. It also mention that women faces more stress than men, mainly married women faces more stress than unmarried women.

P.S. Swaminathan,&Rajkumar S. (2013)- focuses that different age group faces different level and degree of stress . there are three most possible and responsible conditions towards stress are- a) Role overload b) Role self distance c) Role stagnation.

Satija S. & Khan W. (2013)- Occupational Stress or job stress should be managed and controlled at the work place as it affects the attitude and behavior drastically.

Sharma S., Sharma J. & Devi A.(2012)- The level of stress within different age group are different. Still younger employees are more stressed as compared to other employees at variouslevel of qualification, pay, authorities of control, awards, word of praise, improved designations and working couples. Reinforcement approach should be used to reduce the degree of stress at the workplace.

Rosasa J. H. A, Blevinsb R. C. ,Gaoc H. ,Tengb W. Y. & White J. (2011)– It reveals that female had higher stress rates than males. The main problems faced by students and youngsters due to stress are sleeping problems, depression and irritability.

Sinha V. and Subramanian K.S. (2012)-highlights that even different levels of organization faces different level of stress. Stress is created by various factors like shortage of resources, dissatisfaction of employee, work overload , stagnation of a role and isolation and expectation of a role.

Karthik R. (2013)-Employee's performance at work is drastically affected by stress i.e.positive or negative. The employee's performance can be improve by proper management of Stress rather than complete elimination of stress.

Stress comes in two forms: positive and negative:

Positive stress (or eustress) is the result of competent and sound management and mature and cooperative leadership where everyone works together and everyone is valued and supported. Positive stress enhances and harnessed well-being to enhance performance and fuel achievement.

Negative stress (or distress) is the result of a different culture and climate within the organisation where threat, coercion and fear substitute for absent management skills. Employees have to work hard to achieve at least half as much to compensate for the dysfunctional and inefficient management. Negative stress diminishes and affects quality of life drastically and causes injury to health. When people use the word "stress" on their own language, they generally mean "negative stress".

V. STRESS CAN BE POSITIVE

The two words 'positive' and 'stress' generally not often go together. But, there are countless instances about an individual rising to the challenge of stress and achieving the unachievable, scientists stressing themselves out over a point to bring into light the most unthinkable secrets of the phenomenal world. Psychologists states that some 'stress' situations can actually boost our inner potential and can be creatively helpful. But, the physical and social inaccuracy and lackness gave her more impetus to carry on with her dance performances with the help of prosthetic legs rather than deter her spirits.

According to experts a particular level of stress is necessary to our life. In a complicated situation at work place (in case of accidents or a sudden attack on life et al), body releases stress hormones that instantly make us more alert and our senses become more focused. The body is also prepared to act according to increasing level of stress and increase strength and speed in a pressure situation.

VI. ACHIEVING YOUR GOALS WITHOUT NEGATIVE STRESS

Working smart to reach your goals is important. Working hard on your goals is OK, but beware of work without thought for better ways or new ways to reach your personal goals.

Stress handling wouldn't seem like it would be a part of setting goals but it could be the difference between you accomplishing them or not.

There is positive stress versus negative stress. Positive stress combine expectation and excitement to life, and we all performed under a certain amount of stress. Competition, conflict, and even our frustrations and sorrows add depth and enhancement to our lives. Your goal should not to eliminate stress but to learn how to manage it and how to use it to help you achieve your goals. You need to find the optimal level of stress which will individually motivate but not overwhelm each of us.

VII. SYMPTOMS OF STRESS

The symptoms of stress can take any of the following forms:-

Main symptoms - stress, anxiety, sleeplessness, fatigue (including Chronic Fatigue Syndrome), trauma

Physical symptoms- frequent colds, coughs, flu, glandular fever, etc, aches & pains, back pain, chest pains and angina, high blood pressure, headaches and migraines, sweating, hormonal problems (disturbed menstrual cycle, impotence), physical numbness (especially in toes, fingers, and lips), emotional numbness (an inability to feel joy and love), skin irritations and skin disorders, waking up more tired than when you went to bed, etc

Psychosomatic symptoms - panic attacks, reactive depression, thoughts of suicide, forgetfulness, poor concentration, flashbacks and replays, excessive guilt, disbelief and confusion, an unusual degree of fear, sense of insecurity, desperation, etc

Behavioral symptoms - Irritation, anger, possessiveness, hypersensitivity, tearfulness, mood swings, indecision, loss of humor, excessive biting, teeth grinding, picking, scratching or tics, increased reliance on drugs (tannin, caffeine, nicotine, alcohol, sleeping tablets, tranquilizers, antidepressants, other substances)

Effects on personality - shattered self-confidence and low self-esteem. Some other symptoms include sleep disorder, bipolar disorder, mood disorder, eating disorder, anxiety disorder, panic disorder, skin disorder.

VIII. JOB RELATED STRESS

What is Job Stress?

The job stress is often confused with challenge, but these concepts are not the same. Challenge energizes psychological and physical nature of employees, and it motivates them to learn new skills and get perfection in jobs. Thus, challenge is an important component for productive work.

Causes of Job Stress:

A. Organisational problem

Poor general organizational can mean that there are frustrating delays before you can get decisions taken on crucial issues. Or it may be unclear who within the hierarchy is responsible for these decisions. Organizational procedures may generally be insufficient & time wasting.

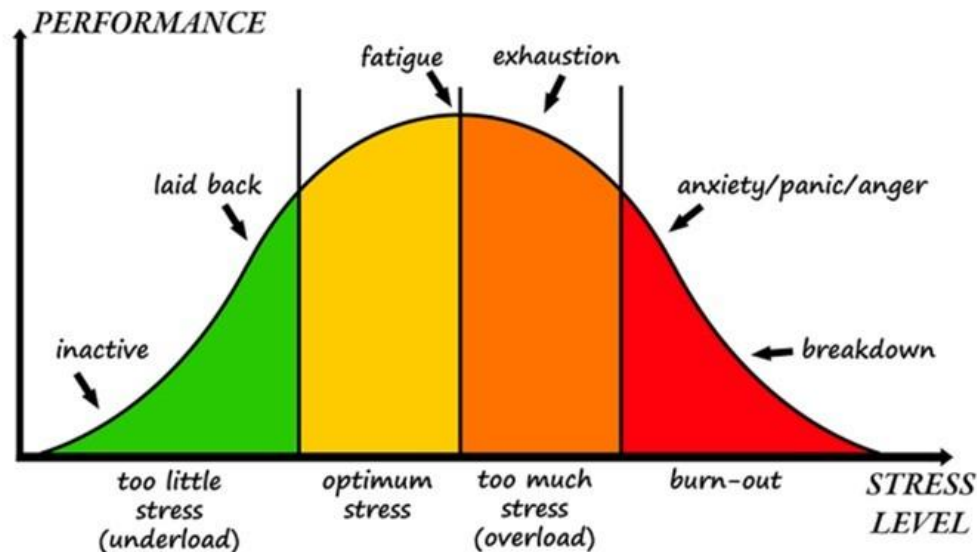
B. Insufficient backup

Shortage of clerical staff or of people in key posts may mean your having to carry out tasks below the level of your training & competence, & which take time away from the work you should be doing this all will leave the individuals with the feeling that their professional skills are undervalued. Perhaps most importantly, single minded individuals report that the constant need to divert their minds away from the proper task in hand in order to attend to additional activities creates the extreme pressure on the employee.

C. Long or unsociable hours

Job stress is the interaction of the worker and the conditions of work. Difference in views and perception explains two conditions i.e. **worker characteristics** versus **working conditions** as the primary cause of job stress.. The importance evidence suggests that certain working conditions are stressful to most people.

IX. RELATION BETWEEN STRESS AND JOB PERFORMANCE



Source: Adapted from Hebbian version of Yerkes-Dodson law

Job Conditions That May Lead to Stress

The Design of Tasks. Workload, working hours and shiftwork; improper utilization of worker's skill and difficult and hectic work schedule.

Management Style. Poor communication in the organization, lack of leadership qualities and lack of participation by workers in decision- making,

Interpersonal Relationships. lack of support from peers, seniors and management and unhealthy social and interpersonal environment

Career Concerns. Job instability and less opportunity for growth, advancement, or promotion and recognition.

Environmental Conditions. Physical conditions such as huge people gathering, noise, air pollution, or ergonomic problems

Consequences of Stress

Fatigue	Anxiousness/anxiety	Dissatisfaction	Sense of guilt
Less concentration	Diabetes	High blood pressure	Depression
Irritation	Low self-esteem	Reduction in job satisfaction	Use of drugs
Absenteeism	Indecisiveness	Accident prone	Poor judgements
Negative thoughts	Marital Problems	Discipline issues	Behavioural issues

X. MANAGING STRESS

Stress is an unavoidable thing in life and we can't always prevent and need to be focused on coping with stress more effectively. Approach to stress management includes

The behavioral/practical approaches to stress management include exercise and eating a healthy n balanced diet, which includes selections from the basic food groups. It is recommended to avoid the excessive use of alcohol, caffeine and sugar, which contribute to fatigue and vulnerability to mood swings. It is also important to relax.

The relaxation approaches to stress management includes effectively managing the body/mind tension. Progressive muscle relaxation is an active form of relaxation where you individually contract the major muscle groups of your body and then relax the individual muscle groups. Some of the inactive relaxation approaches include listening to music, reading and using saunas and hot tubs to relieve tension.

The cognitive or thinking approaches are an integral approach to cope up with the stress. Since it has been determined that we can turn off the stress response by changing our threatening/dangerous event appraisals to appraisals that help us view these events as manageable challenges.

The behavioral, relaxation and cognitive techniques which are described here have been determined to be effective ways to manage and cope more effectively with stress. These types of techniques give the control back to the individual and empower him to manage the inevitable stressors that will occur.

XI. FINDINGS

- The study has been conducted to examine the stress and its management with the help of certain techniques and human resources approach. In order to identify the cause & consequences of stress different question has been asked, from the workers.
 - The study reveals that Stress can be occur in various form-headaches, irritability, eating disorder, allergies, insomnia, backaches, frequent cold and fatigue to diseases such as hypertension, asthma, diabetes, heart ailments and even cancer.
 - The study reveals that the majority of the worker faces the discipline related problems also.
 - The study reveals that the main stressors which cause stress are job insecurity, target pressure, repetitive nature of work.
 - The study reveals that behavior of mostly respondent with their superiors and peers in the stress is satisfactory.
- The study concluded that the performance of the employee affects drastically when the stress level increases.

XII. SUGGESTIONS TO OVERCOME THE PROBLEM OF STRESS

Stress at work is inevitable. You can't stop it from coming, but you can change the way you handle it. Instead of having a meltdown right in the middle of the office, why not try one of these six quick and end easy stress reducers.

1. Take A Break.

Instead of losing your cool, try taking a quick break. Walking away from the situation helps. Take a walk to another department. Breathe deeply as you go. Get a cool drink of water. Grab some gum and chew away your anxieties. Basically, try to shift your attention away from what's causing you angst, to help you better handle it when you return.

2. Get Support.

Delegate some of the smaller priorities, or ask for help.

3. Be Kind to Yourself.

The more stress we feel, the harder we seem to be on ourselves. Feeling overwhelmed with that new project? Don't react by telling yourself you can't handle it - chances are you can.

4. Find A Solution.

Every problem has a solution. You just have to find it. Worrying about a problem can't solve anything. Tackling it head on might. No matter what is causing stress in your work life, look for a solution, then find a way to implement it.

5. Remain Positive.

The most important thing to remember about stress is this: most of it is temporary. It may seem like things will never change, or get better, but they tend to ebb and flow, getting better, and then getting worse again. Try to stay positive and a lot more tolerable than when you let yourself get stuck in a downward spiral of stress and anxiety.

6. Autogenic relaxation

Breathing control, Calming down, Progressive muscular, relaxation, Massage, Meditation, Yoga, Imagery Hypnosis. There will always be stresses at work beyond your control. The key to handling those situations is realizing that sometimes you'll hit a snag, but eventually you'll come out.

XIII. CONCLUSION

It is the job of employer to ensure employees are able to complete their jobs in a safe and healthy work environment. Failure of this results in poor health and unhealthy work place which affects the performance of business organization and employee turnover. In the rapidly changing environment, the degree of stress on employees increasing day by day. Stress affects the health as well as performance of the employee and organization as a whole. Stress affects the performance of an employee in an organization mainly women employee and entrepreneur. Job related stress creates negative impact on health and mind of the employee which reduces the output and efficiency of

the employee and an organization as a whole. Stress management is the important factor for employees and employees also should help themselves to keep themselves out of stress. So it is required to pay attention on the stress level of the employees and should try to do some proactive to reduce it.

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