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## **Control Workplace Stress with Systematic Approach**

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### **ABSTRACT**

The reflection of the employees behaviour towards assigned task and lack of interest in routine activates generates the negative results for organizational sustainable growth. Generally, stress at workplace brings the negativity in whole environment, thus, individual feel uncomfortable to perform their task under pressure. This paper evaluates the factors that causing the stressful environment in the organizations among the workforce and confers for the solution with the model employment to minimize its root causes. The in-depth examination of the evaluation reveals the confidence upon the workability of the model by applying in the organizational environment to get the affirmative productivity among workforce. This research remains helpful for the organizations to mark the prototype as their general rules to achieve the organizational goals through the efficiency workforce productiveness.

**JEL Classification:** D21; D23; L2.

**Keywords:** Stress management, Employees' productivity, Organizational goals, Workplace environment.

### **1. INTRODUCTION**

Workplace stress creates the difficult situation for the top management and managerial level, and place a challenging situation in front of the lower level staff. From the last few decades, organizations pay worthy attention towards managing the employee's job stress via offering incentives and vocational packages. Work stress comes from a multiple sources and leaves negative effect on employees' job performance.

When the employee works under a stress full condition, he/she feels the high energy and exhaustion level. Stress at work place is foremost challenging for the organizations as well as employees. Psychological student conclude this time loss and find the reason behind this is work stress, anxiety and depression for their surroundings. Stress leaves the double effect on the human

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body and brain; it may be positive or negative impact. In broader term, stress at workplace helps to increase the performance level of an individual if the level of stress exceeds the acceptance level of an individual then individual will fail to maintain the performance level (Statt 2004). Workplace stress can procure by the pressure of overloading in the office task or family problems. The stress can create the turbulence situation for the workers in the surroundings and also create the barrier for the organization. This problematic situation rises from the clients and outstanding demand of the services from the organizations. The team put their efforts and intellectuality for fulfilling the client requirements, thus, the work with creation and innovation can create the stressful job for the workers. The stress awareness days held in UK highlight the distinguished feature of work place stress, it can create the positivity and negativity in front of stated goals and targets for the organizational business.

A research estimates that about 13.4 million working days lost in Britain due to stress. In the recent practices, an organization pays worthy attention to conduct the stress awareness program which bring the positivity inside the organization and convert the stressing into positivity. Generally Bullivent (2009) induct the stress evaluation techniques for the managers via discussion with their team members and find out the exact situation and its critical nature.

## **2. THEORETICAL FRAMEWORK**

Keeping in view stress is the main thing that needs to be controlled at workplace so far theoretical literature conclusion for resolving stress.

### **2.1 Employee's Stress Effect the Performance**

The target measurement scale is a difficult task from the perspective of the management and failed to make a document file in which the task base performance can measured. Why the targets are not meet by the management? why each individual avoid sharing the results and his/her failure to complete the task on time? These situations mostly faced by the workers and middle management staff failed to produce the desired results for the organization. The logical understanding of the stress evaluation is probably based on the set standards and scales, which ensure the performance efficiency of an individual and results effectiveness of the organizations.

### **2.2 Role of Leadership to Control Stress**

This is very important for the enterprises to arrange the teams and sub-teams for the specific project and task, and place a leader on all of them. The responsible leader will ensure about the individual performance and he/she also responsible for the producing high quality work for the organizational client. The confidential care of all the team members play a vital role to overcome the stress at workplace. In the sense, performance evaluation of individual can reflect the statistical significant level of individual. The reliability fact largely based on the operational realism of the organization is that there will be certain questions about the poor performance due to high demand of work pressure. Donaldson-Feilder (2009) focuses towards the attitude a behavioral factor of the manager for better evaluation of the stress at workplace. The relative mean of behavioral approach will prevent the staff from the work pressure and proper time management of assign task will secure the organizational environment from the work stress. The communication tools also provide the ultimate solution for the management to create the barrier in front of the workplace stress and update the process flow of the task and future task assign to the each individual. Davies

(2002) evaluates the work pressure by considering the mob technique which directly or indirectly embossed on the employees and push the employee's intellectual skills and capabilities into a stress at workplace.

The mobbing is not belongs to the conflict among the team members, largely it is based on the communication, which transit among the workers. When the work structure is not clearly defined as well as controlled by the poor leadership will be the major of work place stress. There is need to establish the management with appropriate rules and regulation for timely accomplish of task. According to the Tyler (2000) the authorities working inside the organization pay a vital role to overcome the workplace stress and consider the overview approach in relevance with the nature of task. The controlling technique is embosses the work pressure on the staff and make the reluctant toward producing the quality stuff on time.

### **2.3 Reasons for Employee Stress**

A fixed term of employment and less compensation towards employees' performance can be the cause of stress at workplace. Lack of management control and unexpected finding can off the leader's capabilities which raise the stress in the mind of the employees. Cranwell-Ward (1998:285) deliberates the stress in today's practices due to the reaction of the employees under a stress full condition. "the physiological and psychological reaction which occurs when individuals meet a threat or challenge and the individuals' perception, whether consciously or subconsciously, is that it is beyond their immediate capacity" (p. 285). Stress largely effects on the individual as well as organizational business stability.

According to the International Labor Organization reports, stress may leave the negative effects on the individual health and metal capabilities. It depends on the work and the staff how he / she will manage according to its preference and manage their work life in balancing situation. The analytical description about the mental capabilities by Brown and Ryan (2003:822) firstly define "consciousness" as comprising both "awareness" and "attention": Awareness is the background "radar" of consciousness, continually monitoring the inner and outer environment. Management pays worthy attention towards controlling the workplace stress by conducting the awareness session for the employees in sense of work operation management and provides the insight via experts to less skill staff. The stress evaluation is a crucial process for the poor organization in which the operation is not done by the proper documentation and employees' management process is tricky.

### **2.4 Evaluate and Manage Workplace Stress**

The reluctant response towards stress can create the negativity in the environment. Most probably, organization gives preference to remove the stressful situation form workplace immediately. Generally, stress at workplace brings the negativity in whole environment, thus, individual feel uncomfortable to perform their task under pressure. The reflection of the employees behaviour towards assigned task and lack of interest in routine activities generates the negative results for organizational sustainable growth. The double reflection of results while considering the stress at workplace will leads towards the positive outcome and it can generate the negative results. While having these effects, organization can be confused for attaining the desired and actual goals accomplishment. Confusions in the mind of workers and management for a longer period can create the workplace stress for individual and organization at peak level.

Ultimately, organizations face the losses in shape of resources wastages and less efficient staff. There are distinctive approaches will consider for resolving the conflict among the worker and overcome the stress pressure in the mind of management and employee. There are several practices to be considered for managing the stress at workplace: training the awareness program conducted on regular bases; the employees in accordance with less workload; timely organizing the overloaded task and to tackle the problems and give some relax time to brain.

According to the technical report of American Workers under Pressure conduct the survey (28,000 worker in 215 organization) for analyzing the stress at workplace by Kohler (1992) that Stress is directly associated with the suffer, exhaustion and health issues, and inadequate performance. Workplace stress gives tough time to the worker for the completion of task from their supervisor or managers. The important perception of stressor is that the employee assistance program be introduced for those employees who are passing through the high stress full conditions.

According to the estimations of Treven and Potocan (2005:640), a human being lose 100 million workdays every year due to stress at work place. "What matters more, 50 to 75 per cent of today's diseases are related to stress. The European Agency for Health and Safety at Work states that stress within organization is the second most frequent trouble and affects as many as 28 per cent of employees". There are several tools and techniques to be considered in stress management programs which provide the fresh brain to management for the accomplishment of organizational goals.

## **2.5 Practices towards Managing Stress**

The intention of individual and organization is to teach the effected employees: how to minimize the stress from his/her life via practicing the yoga exercise; entertainment events, and managing the social life circle. The effective technique for stress management at workplace is to arrange the training session for the employees, if organization has a financial resource, then facilitate the employees with world tours and executive dinners at hut. According to the Donovan and Kleiner (1994) stress is based on the three fundamentals i.e. physical, mental, and situational conditions. The overloaded task can damage the physical health and poor diet without rest. While mental stress can be brought form person's mental capability and its current state. Situational stress derived from the people interaction which is based on the social circle like personality characteristics as a father, mother and husband, wife etc. Sauter et al. (1990) from the last few decades, job stress is growing with highly recognition for the profession of mental health.

## **2.6 Qualitative Measure for Workplace Stress**

In the industry, there is occupational stress it contributes towards the employee compensation which is a difficult task for the organization to bear lose. The employee demands rise on the bases of health issue; it can become the cause of absenteeism, and failed to produce the task. A research study conduct by the 253 US manufactures by Fullerton et al. (2003) elaborate that closer look towards the employee rewards can improve the organizational performance as well as individual. Cranwell-Ward (1998:285) clarify the view of stress: "It (stress) is widely viewed today as the physiological and psychological reaction which occurs when individuals meet a threat or challenge and the individuals' perception, whether consciously or subconsciously, is that it is beyond their immediate capacity". There are several factors which can cause the stress at workplace and can damages the organizational performance.

Poor management control and inappropriate management of task for the employee can be the cause of the stress at workplace. Stress affects the people from different ways. Stress at workplace can damage the relationship among the employees and the management. The stressor can look after the whole environment with time to time. The workplace stress can affect the organization from several ways i.e. lack of commitment with task, increase staff turnover can be the major cause of business loss, customer complaint also raise after facing the stress full conditions. It is observed that the individual and organizations both are affected by the organizational job stress. According to the report that individual health and skills both are coping with the working and social stress in an organization causing strains in the relationships and lower work performance (Kvarnstrom 1997). The increased level of medical costs and greater margin of turnover as well as absenteeism is generated by organizational stress. Studies defined that in all lost working days 50-60% are stress related (Cox et al. 2000). The Asset based model discusses the two scales to measure the stress, (i) physical health, (ii) psychological well-beings.

By removing or by making changes in the sources of stress naturally appeared in the workplace be productive (Cartwright and Cooper 2002). With the help of foolproof modeling and designs of eliminating work stress, the irritations of ill-mannered conditions are majorly removed. Sometimes reducing the inventory of organizations makes the easier way to navigate towards the less job stress (Womack et al. 1990:101). Stress is directly associated with the suffer exhaustion and health issues.

## **2.7 Employee's Behavior under Stress Situation**

Recent practice of workplace stress is identified by the researcher that stress becomes a part for poor management organizations in which employees are frustrated from the overload task and pay less attention towards the accomplishment of task. There is a strong relationship between stress and mental tiredness of employees. Perhaps, managers and business leaders can understand the root cause of the stress in better way. Management can calculate the losses and cost of stress, when they observed the environment and study the behavioural responses of the worker towards the job performance. The budget estimation for paying the cost of employee stress is not affordable for the organization as well as it gives the chance to call and over take the organization environment under stress. Employees under stress will be failed to deliver the task on time, thus, organization face the trouble to fulfill the demand of clientele.

The research scholars of American Institute of Stress estimate the stress at workplace can raise the issue up to 20 percent of the company's payroll budget, and it also become a loss of \$150 billion in USA, for productivity in manufacture concern organization. There are several studies reflects that stress at workplace is good for the organization at certain level, whilst it become a danger for the organization, if stress exceed the capacity level of the employees. Generally, stress face by the employee unconditionally after a longer period, will contribute to organizational success, but the manager should follow the certain techniques which helps to control overloaded pressure on employees and keep them motivated. How management can tackle the workplace stress? , no-doubt it is a tricky question for the managers and employees.

## **2.8 Control Workplace Stress**

Organizational management can take effective decision for minimize the risk and strategic plan for stress management gives tremendous results. The plan should be based on certain phenomena i.e.

problem evaluation, bird eye view of stress at workplace, narrow and positive focus and adjust the standards and capacity for bearing the stress. According to the Kalia (2002) the responses of people at workplace under over loaded task bring the new experience. Employees' knowledge, skills and abilities can't cover the work pressure, although it works negatively to minimize the efficiency level of employee. Employee's emotions and work pressure directly associate with the neural system; due to environmental stress employee gain more tension and leave negative effect on the assigned work for their managers. In the recent economic challenging, organizations difficult scenario has been seen to meet with the troubles and it failed to retain the customer due less efficient performance of the staff under stress. Another conceptual thought about the stress is placed in routine life, but extensive stress at workplace directly affects the productivity and health of a particular employee, who are passing their life under stress.



Caulfield (2004) suggests that employee personality will decide the impact of the job stress, the ability of an employee to fight with the stressor and the negative environment, as well as job description related with the aspect of work environment.

The mental and physical circumstance that affects negatively on the productivity of individual results from their health and work quality is called stress. The concept of job stress having more depth, while individual's responses, feedback and reactions at the work environment by characterizing to threaten him or her, has been came into sight. This stress is harmful and damaging the efficiency level and productivity of the organization and sometime very costly for the organizational endeavors.

## 2.9 Several Ways to Eliminate Stress at Workplace

This stressful situation requires a strategic methodologies and practices to limit or eliminate the stressful environment within the organization (Savery and Luks 2001). The strategic may involve effective leadership, open communication, knowledge sharing culture, training and development and motivational workshops. Employees by a survey which observed that the employee judgment and perceptions towards the leadership is associated with reduced job stress. Bass (1985) proposed that transformational leaders can stir up and inspire employee with definite weaknesses and faults that decrease the effect of leadership approach. Therefore, managers and team leaders should always encourage and motivate the communicative behaviour among the organizational employees and apply attentive conducts, which highly increase the motivation level of employees, which generates new thoughtful approaches from the employees and make them assure that they are essential and important figure of organization.

This strategic behaviour of managers conceptualizes the employees of their real concern and admiration of workers production. In depth observation shows that the individual and organization are affected by the job stress mutually. The individual's health and skills deals with the working stress and social pressure, showed in organization, causing serious injure in the relationships and reasoned to the lower level of performance. Stress responses with physiological reaction which affects the individuals on the many concerns of the personal life as well as their occupational and professional career. Stress has negative impact on the performance of employees, individual as well as group performance, managerial process such as decision making process and all organizational behaviour related to the individual mental condition.

## 3. CONCLUSION

Workplace stress is more powerful and damaging when there is not effective control of leadership and management over employees. To decrease the sensitivity towards the job stress, give it a sense and being controlled by the common understanding of work pressure inside the organization. By overcoming the lack of management, by employing strategies, such as listening the think what the followers say, give importance to their saying, make proper communication channels among organizational employees towards the superiors of the organization to get understand and identification of their problems and by proper maintenance of the organizational resources, by giving some appreciation (monetary or non-monetary) on every achievement. Proper feedback is another important part of employee motivation rather than job stress. Even it is good or bad send the appropriate recognition and feedback to the employees, which reduces the job stress leading to the more employees efficiency as it was before. There is need to manage the workplace stress timely because employees under stress will be failed to deliver the task on time

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