

## Strategies to Deal with Organizational Stress

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### ABSTRACT

*Today the MNC industry is one of the fastest growing sectors of India. Now-a-days Multinational companies are becoming profit and target oriented, so it increases the stress in the minds of employees. Stress management is an important activity of strategic human resource management. It has a significant impact on the performance of the employees and efficiency of the organization, so there is an immediate need to design an efficient way of improving organizational profitability and reducing costs through lowering rates of absenteeism and turnover. There is a need to find out certain measures or practices that would help to face that challenge.*

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### INTRODUCTION

The culture of an organization determines the performance of its employees. Job stress is a global issue which is caused by job related problems and has a psychological impact on the employees' behavior and performance. This may have a long-term implication on the growth of the company and the commitment of employees to the organization. Occupational stress is related to one's job [1]. Occupational stress often comes from unrealistic expectations and pressures that do not align with an employee's profile, knowledge or skills. The best way to deal with this is to arrange motivational workshops and regular feedback sessions with the employees to be conducted by the higher management or have open house sessions where the issues could be addressed to the satisfaction of the employees which would, in turn, help the leadership to design strategies to deal with the issues causing stress within the organization [2].

### EFFECTS

**High Absenteeism** – With high levels of stress and increasing dissatisfaction among

the employees of organizations, the employees tend to find a reason to not go to work.

**Poor health-** Too much pressure at work is detrimental to the employees' health and makes it physically challenging for the employees to work especially when the office timings get stretched beyond the working capacity of individuals. It often leads to fatigue, palpitations, heart problems etc.

**Low self-esteem-** Low self-esteem is a result of regular criticism and bullying at work. The management is often responsible of not taking the corrective action to fix the same. If left unattended, it can cause long-term implications like depression, irritability and other psychological disorders.

**Low Productivity-** A discontented employee finds it difficult to be productive to the best of his/her ability, hence the organization suffers the consequences.

**Poor performance-** The amount of stress that an employee is under is inversely

proportional to his/her performance. A healthy and happy employee will always give better performance.

**High attrition-** If the conditions in the organization deteriorate to the levels where the employees are not able to cope with it, they start quitting no matter how high paying the organization is.

With the advance technology software and devices getting installed, organizations are inadvertently deskilling the employees by taking most of their work and leaving them redundant and disillusioned. The organization needs to begin hiring the right candidates in the first place and present a clear set of key responsibility areas and expectations to avoid disappointment at a later stage for both, the organization and the employees [3].

Organizational stress is mainly originated from the very components of an organizations. i.e. seniors, colleagues and the clients

- Caused by the seniors- When the seniors or the supervisors fail to understand and resolve the employee's issues and blame them for their poor performance, the circumstances turn hostile for the employees to continue working. The problem may or may not have been caused by the seniors but the onus to rectify the issue lies with the seniors.
- Caused by the peers- When the co-workers have bad relationship with one another and lend no support or co-operation to each other, this often leads to cutting each other off and excessive competitiveness indirectly linked to the increased level of stress.
- Caused by the clients- The clients have the power to make the employees feel special if a good job has been done. The discontentment from rude clients also demotivates the employees to work hard and with dedication.

## SIGNS OF STRESS IN THE EMPLOYEES

- More disagreements and arguments- If there are more disagreements and an aggression display by the employees, it's a sign of frustration and stress being built up among the employees.
- Higher attrition- More than usual attrition rate also points to higher dissatisfaction and stress levels among employees.
- More people reporting sick- An increased number of people reporting sick or same people reporting sick frequently is another sign of increasing stress level in the organization which needs immediate attention.
- Poor performance- The level of stress is directly linked to the organizational performance. The higher the stress level, the worse the performance of the employees in that organization.
- Lack of commitment and motivation- Neglecting the work and spending more time sitting idle and taking too many breaks may be a sign as the employees look for a reason to avoid work.
- Increased number of complaints- Too many complaints related to the environment, policies and management of the organization from the employees also hints at the amount of dissatisfaction which prevails in an organization [4].
- Being nervous- Not being able to carry out tasks confidently and being nervous also is a sign that the employees are under stress and that they need either counselling or motivational sessions from the seniors.

Instead of identifying the root cause of the prevailing issue of increasing stress levels among the employees, the organizations are blaming the employees for not being able to cope with their problems. The employees are being held responsible for



their poor performance and less productivity. By doing so, the organizations are avoiding addressing the core issue and challenges being faced by the employees. This further leads to the rise of disloyalty and disappointment for both, the organization and the employees. The organization needs to come up with a plan to deal with a situation like this where the holistic approach is incorporated in order to help the employees to fight stress and also eradicate the base issues which cause organizational stress [5].

Steps to be taken by the organizations

- Prepare a questionnaire to gather feedback from the employees.
- Different individuals have different aptitudes and sensibilities. The organizations should adopt ways to accommodate the needs of the employees.
- When designed a job role, there are several factors to be taken into consideration like number of working hours, the content of the job, remuneration and the facilities given the employees.
- Avoiding close monitoring and restricting the employees for simple things.
- Availability of leaves
- A coherent work environment where approaching the seniors shouldn't be an act of daring.
- Opportunities for self-development and skill enhancement with the help of frequent training programs.
- Arrangement of motivational workshops periodically.
- Calculate the effect of stressors or risk factors and estimate the impact.
- Have an employee support system in place.
- Give credit and rewards to the employees to acknowledge their performance and hard work. Have a reward system in place.

## CONCLUSION

The organization can manage the stress of the employees by adopting different strategies. They need to assess the conditions and find ways to minimize the effect of stress levels. Immediate supervisors play an extremely important role in working closely with the employees and designing a combat plan to sail them through the difficult times. There should be clear channel of communication between multiple levels to allow flow of unadulterated information. Organizational stress needs to be handled at the organizational and managerial level and help keep the environment happy and positive which would motivate the employees to look forwarding to coming to work.

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