

A Detailed Study on Causes of Stress among the Employees and its Impact on the Employee Performance

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ABSTRACT

PURPOSE- The stress caused at the workplace due to the changing business competition has led to a negative impact on the health condition on the workers and employees of an organization. The research article focuses on the causes of stress among the employees through research on the cases of the IT sector, such as SAP. **RESEARCH METHODOLOGY-** The article is based on the review of the literature and past statistical records from the books and journals from 2014-2017 to determine the purpose of research activity. The causes of stress and strategies adopted by IT sectors have been used to complete the article. **RESULTS-** The various causes of stress identified in the IT Company are the changing use of technology to improve the level of performance, the internal work environment and long working hours. The process of stress management is essential in organizations to manage change and improve employee productivity and performance. **CONCLUSION-** Stress management is directly linked with the process of product improvement and success of the organization. High level of employees stress has shown negative signs on the mental and physical health of the employees, even leading to death and permanent paralysis. The IT sector has been focusing on improving the level of organizational stress to ensure effectiveness in organization.

1. INTRODUCTION

Rationale- The business environment is continuously showing signs of up-gradation and improvement in the form of use of technology and emphasizing on various business opportunities. The stress during Work affects the performance of employees and affects the competitiveness and growth of organizations. The focus on improving the level of stress and managing it through various activities of motivation and leadership supports in better morale and reduction in the level of the negative work environment, thus focusing on the improved coordination of activities as per the requirement of the business situation. There are various degrees of stress that affect the overall performance of individuals in an organization.

Research questions-

- What is the relation between stress and impact on the performance of employees?
- What is the mental and physical health impact of improper stress management in organizations?
- What are the various causes of increased stress in organizations?
- What are the strategies adopted by the IT sector to manage stress at the workplace?

Objectives of the Study-

- To determine the internal and external causes of stress at the workplace and impacts the performance of the workforce.
- To analysis the various methods and strategies that support in coping with the stress in organizations.
- To study the established link between workplace stress and employee performance of specific job role.

2. RESEARCH METHODOLOGY

The research of the article primarily uses the method of data collection and analysis through secondary sources of books and journals. The articles, books and journals are reviewed to collect necessary information about the causes of stress and its impact on the performance of employees. The cases of various IT companies are considered for observation and findings. The research is designed in an effective manner to bring a correlation on the research topic and deliver findings for the support of organizational growth. The method of secondary data analysis provides relevant information to the researchers to review previous Work and develop necessary information in situations when the time and resources are limited. The researcher uses books and journal from the year 2014-2017.

3. DETERMINING THE ROLE OF STRESS MANAGEMENT ON THE PERFORMANCE OF EMPLOYEES

3.1 Stress at workplace

Workplace stress is the negative response of employee's towards a situation in an organization caused out of an action of the other members of the organization [Richardson, 2017]. It is the harmful impact on the mental and physical health of individuals that takes place due to various causes of conflicts at the Job, increase in work pressure lack of proper motivation such as job flexibility, work-life balance and high authoritative behaviour and control. The signs of workplace stress include symptoms of exertion, loss of appetite and even death or permanent disability. This has been found during research on the SAP IT organization where Mr. Rajan Das, the CEO and MD of Indian SAP lost his life through a heart attack caused out of high pressure and lack of proper sleep. In the IT sector, a high

number of turnover and job quits are observed due to increased job pressure [Banerjee, 2016].

3.2 Stress management

According to Mackey et al., stress management is the planned process of conducting a series of activities and procedure that support in increasing the satisfaction of employees and enhancing their morale. The various techniques that can be adopted by the organization include providing regular break intervals so that employees can relax and restore back their level of energy. They must be provided with proper channels of communication so that complaint and feedback management assure satisfaction [Mackey, 2015]. The proper methods of stress management in organization increases valuation of employees and long term loyalty among the employees which is a vital resource of the organization.

4. SOURCES OF STRESS AMONG EMPLOYEES AT

they are work-life with personal family time and lead to stress of management. In the organization IBM, it has been observed that an employee faced a severe issue of the cardiovascular issue due to long working hours and sitting at a desk.

The work pressure includes tight deadlines that result in insufficient skill to manage Work and improper efficiency. It becomes critical to manage time and resources simultaneously to achieve the project objective. This creates a negative impact on the health and routine of the individuals.

4.2 Changing business condition

The IT sector has been revolutionizing in the modern scenario and leading to the work pressure among the employees. The change in modern requirements of the business in term of high security and personalization has increased the focus of organizations in adopting modern techniques of doing business. The high work pressure and adjustment to changes leads to an increased level of turmoil

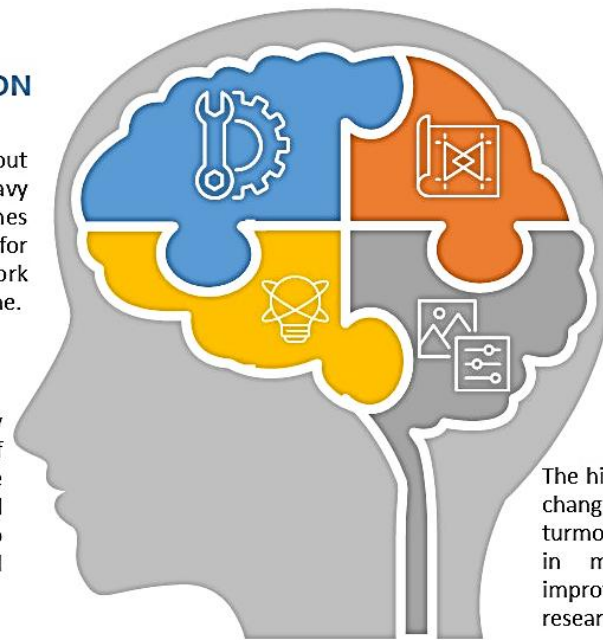
SOURCES OF STRESS AMONG EMPLOYEES AT WORKPLACE IN IT COMPANIES

WORKING CONDITION AND SCHEDULE

Long working hours without proper breaks due to Heavy workload and tight deadlines becomes difficult for employees to manage work life and personal family time.

JOB INSECURITY

Competition from new recruiters poses a threat of being kicked out of job due to lack of required updated knowledge and skills to achieve organizational objectives.



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Figure: 01

LACK OF AUTONOMY AND PARTICIPATION

Due to high level of competition with major market players the HR managers are pressurizing and directing the employees towards authoritative behavior. Employees are not allowed to use innovation and creativity in work practice.

CHANGING BUSINESS CONDITION

The high work pressure and adjustment to changes leads to an increased level of turmoil and tension among the employees in managing the complexities with improved understanding and continuous research and training.

WORKPLACE

4.1 Working condition and schedule

It has been observed in the IT companies that mental health issues due to overstress are a prime issue faced by the HR manager. The research suggests that the 49% loss of working days of employees is due to increased stress at Work in UK. There is a high level of stress in the IT companies such as SAP, Microsoft and Hybrid Tech and many more [Mosadeghrad, 2014]. The major reason for stress in these organizations is the long working hours without proper breaks, and the heavy workload offered to the individuals while at Job. As per Mosadeghrad, it becomes difficult for employees to manage;

and tension among the employees in managing the complexities with improved understanding and continuous research and training [Reevy, 2014]. The managers impose high amount of work pressure in order to meet the client criterion. This increase the work pressure and impacts the health condition of the employees in the organization.

4.3 Lack of autonomy and participation

The IT sector faces high level of competition due to the major market players such as IBM, JP Morgan and Microsoft. This has increased the role of managers in pressurizing and directing the employees towards authoritative behaviour. The employees are not allowed to use innovation and creativity in

work practice which increases the level of stress due to lack of personal and professional development. The employees in the IT industry expect autonomy in decision making and using various software's to achieve success. The restrictions imposed by the superior authority on their employees leads to dissatisfaction and increases stress which impacts the mental health in the form of lack of application of skill, and reduced capacity to think [Bonnar-White, 2016].

4.4 Job insecurity

The Job of employees play a vital role in managing their daily needs of survival and hence forms the basic needs of life. Richter et al. concluded that increased competition and competition from new recruiters poses a threat of being kicked out of Job due to lack of required updated skill. The new employees in the form of graduates have better knowledge about the application and use of new software, hence the employers look forward to negative methods of motivation where the employs are asked to resign or kicked off from their position in situation of lack of proper knowledge and skill to achieve organizational objective [Richter, 2014]. The continuous pressure of being asked to leave creates a pressure as it is the main means of survival.

5. THE RELATIONSHIP OF STRESS WITH THE VARIOUS ELEMENTS OF PERFORMANCE AND MANAGEMENT IN AN ORGANIZATION

5.1 Stress and Role performance

Increase in the stress at work results in change in the emotional behaviour of individuals that disconnects them from the operations and daily routine activities of the organization. As per Smollan, stress at workplace effects the behaviour of employees and affects the overall work commitment and positivity. The employees that experience stress in organization are likely to be less involved in the participation of various activities [Smollan, 2015].

5.2 Relation between stress and organizational success

The research suggests that stress is directly linked to positive performance which impacts the level of success in an organization. The physical environment in an organization and the surrounding affects the behaviour of the employees through an influence on their mental and physical health. The organization needs to emphasize on the concept of working in shifts so that proper breaks increase their stamina and skill of performance so that effectiveness in operations is enhanced. The change in the lifestyle of workers with high working hours leads to increased health problems and lack of proper outcome [Thorsteinsson, 2014].

5.3 Relation between stress and work commitment

Workplace commitment is seen in organizations where the employees are supported in managing a balance in their life through proper working hours and shifts. An increased stress due to lack of proper internal environment directly leads to reduced work commitment which shows an impact on the productivity and profitability of organizations [Lambert, 2016]. There is a reduction in the level of confidence and increased conflicts among teams.

6. STRATEGIES TO MINIMIZE THE LEVEL OF STRESS AMONG EMPLOYEES IN AN ORGANIZATION

6.1 Increasing open communication

The HR manager ensures proper application of motivational strategies to emphasize on the concept of stress management by working in teams and groups. A transparent method of organizational communication leads to sharing of employee ideas so that their stress can be relieved through coordination and sharing of efforts. The process of personal coaching about self rebooting through communication can reduce the level of problems caused due to stress [Shanafelt, 2017].

6.2 Increase job management

The employees do not stay alone and have a full family to look after. The proper strategies of providing breaks and holidays are essential in managing a balance in the work-life of the employee. The organizations must consider giving opportunities of Work from home so that the employees can spend equal time at their place as well. This is a modern tool that emphasizes on improving the working condition. The process of communication at Work from home can be managed through mails and hangouts [Schaufeli, 2017].

6.3 Workplace flexibility

The process of workplace flexibility encourages employees to stay committed with their Job as they know that the organization is taking care of their personal and professional needs. The organization provides opportunities of taking leaves and supports such leaves with family holiday packages, the other flexibility includes allowing working from home in case possible, it also includes the other perks such as making available snacks and beverages [Callan, 2015]. This gives a relief to the stress of the employees and improves their concentration in Work.

6.4 Offering mental and health benefit

The employees look for the wide number of benefits regarding job security, health security in the form of accidents at Work and others. This increases their level of motivation and encourages them to apply necessary skill at workplace. The employers must provide access to various health benefits in the form of insurance, loyalty and compensations. This reduces their stress related to security and safety at Work [LaMontagne, 2014].

7. RESULTS

The IT industry has been expanding to serve the diversified interest of people through regular updating of technology and increase work pressure among the employees. The HR manager imposes high work pressure among the employees, especially in the IT department, to secure high market position. It has been observed in one of the organizations Microsoft that the employees are provided with benefits of holiday packages and fringe benefits so that their stress level is minimized. In one of the incidents at Apple, the employee faced the issue of memory leak due to high pressure of managing high work credentials. In the process of making of software, it was seen that the employees were pressurized for working about 60 hours a day which led to almost a breakdown of health among the people.

The HR manager is responsible for optimizing the stress among the employees in the organization so that effectiveness can be ensured. There are various strategies that relieve the stress of employees which includes motivation, increased employee participation, and communication effectiveness. It has been observed that the proper practices of flexible working increases the commitment of the employees and ensures the success of organizations. The findings provide an overview of the various health issues due to improper practices of stress management, such as increased blood pressure, accidents, mental and physical health impacts. The basic reason behind this identified as the lack of proper level of motivation, improper communication and lack of engagement. The causes are caused at internal and external level of an organization, thereby creating confusion and conflicts among the employees at the workplace.

8. CONCLUSION

The research highlights the main issue faced by employees that are managing stress due to the pressure of maintaining a balance between personal and professional work life. The causes of stress among employees are high pressure of Work with tight deadlines, profound changes in the business environment and the increasing level of workplace competition. The HR manager needs to take proper measures of managing stress among employees by providing various benefit programmes and benefits. The use of a secondary method of data analysis has enabled in gaining effective outcome through proper analysis of the relevant information on the research topic.

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